

# Managing the Bubble

## 2011 Report

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The demographics of crown corporation staff as of December 2011  
including trends from 2002 to 2011

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## Background and Notes

- This is the 2011 version of a series of annual reports documenting research into the demographics of employees in Saskatchewan's commercial crown corporations. Since the first *Managing the Bubble* report describing staff in 2001, the employee database has been updated annually to measure trends over time.
- The database has been expanded in stages by adding additional data elements to provide a more comprehensive measure of staff demographics.
  - For December 2001, only data for permanent full-time staff were collected.
  - For December 2002, coop/summer students and non-permanent staff were added to the database. The occupation (coded to the National Occupational Classification or NOC code) was also included as a data element.
  - For December 2003, the place of work was added.
  - SOCO was added in 2004.
  - SGC was added in 2007.
- Funding for human resource initiatives in the crowns to help "manage the bubble" (e.g. Gradworks) began in 2004.
- Virtually all of the statistics in this summary report relate to the ten years from 2002 to 2011 when all permanent and non-permanent staff were included in the database.
- The inclusion of the Saskatchewan Gaming Corporation (SGC) in 2007 means that trends over time need to be interpreted carefully. Employee demographics and turnover at SGC are dramatically different from those at other crowns.

## Background and Notes (continued)

- In some instances, the characteristics of crown staff and the positions they occupy are compared with those in the province as a whole. These comparisons use the Statistics Canada monthly Labour Force Survey (LFS) for comparison purposes. The LFS is a monthly telephone survey with a sample size of approximately 4,000 households in Saskatchewan.
  - The LFS statistics were derived by the author from survey microdata.
  - The LFS figures are annual averages whereas the crown data describes the situation at a point in time, namely December of the year.
  - Unless otherwise indicated, the LFS data includes the self-employed.
  - The LFS is not conducted on Reserve.

## Staffing Categories and Class of Worker

	as of December 31*														
	Excluding SGC							Including SGC							
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2007	2008	2009	2010	2011
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,127	9,093	9,146	9,186	9,137	9,574	9,658	9,777	9,704	9,694
Permanent part time	482	439	479	419	421	461	455	482	446	469	894	901	844	786	825
Contract/term	807	530	525	560	583	557	611	597	570	575	575	636	620	582	603
Seasonal/other	340	426	400	404	495	586	590	532	544	486	735	681	605	687	537
	10,537	10,358	10,264	10,323	10,521	10,731	10,749	10,757	10,746	10,667	11,778	11,876	11,846	11,759	11,659
Coop and summer students during the course of the year	516	515	461	477	485	477	485	500	435	455	478	488	500	435	456

\* excludes SOCO prior to 2004

- Not counting SGC, the number of permanent staff hasn't changed appreciably in the past ten years because declines at SaskTel have been offset by increases in other crowns. The overall number of permanent and non-permanent staff at the end of 2011 was 1% higher than in 2002, with most of the increase explained by the exclusion of SOCO from the 2002 figures.
- Not counting students, the total staff complement was 11,659 as of December 2011 with 83% as permanent full-time employees with the remaining 17% split among:
  - 7.1% permanent part-time staff, bringing permanent staff to approximately 90% of the total;
  - 5.2% as contract or term staff; and
  - 4.6% as "other", mostly casual, staff.

The crowns hire 400 to 500 coop and summer students in any given year.

- The 11,659 permanent and non-permanent staff represent approximately 2.2% of the 525,900 persons employed in an average month in 2011 in Saskatchewan.

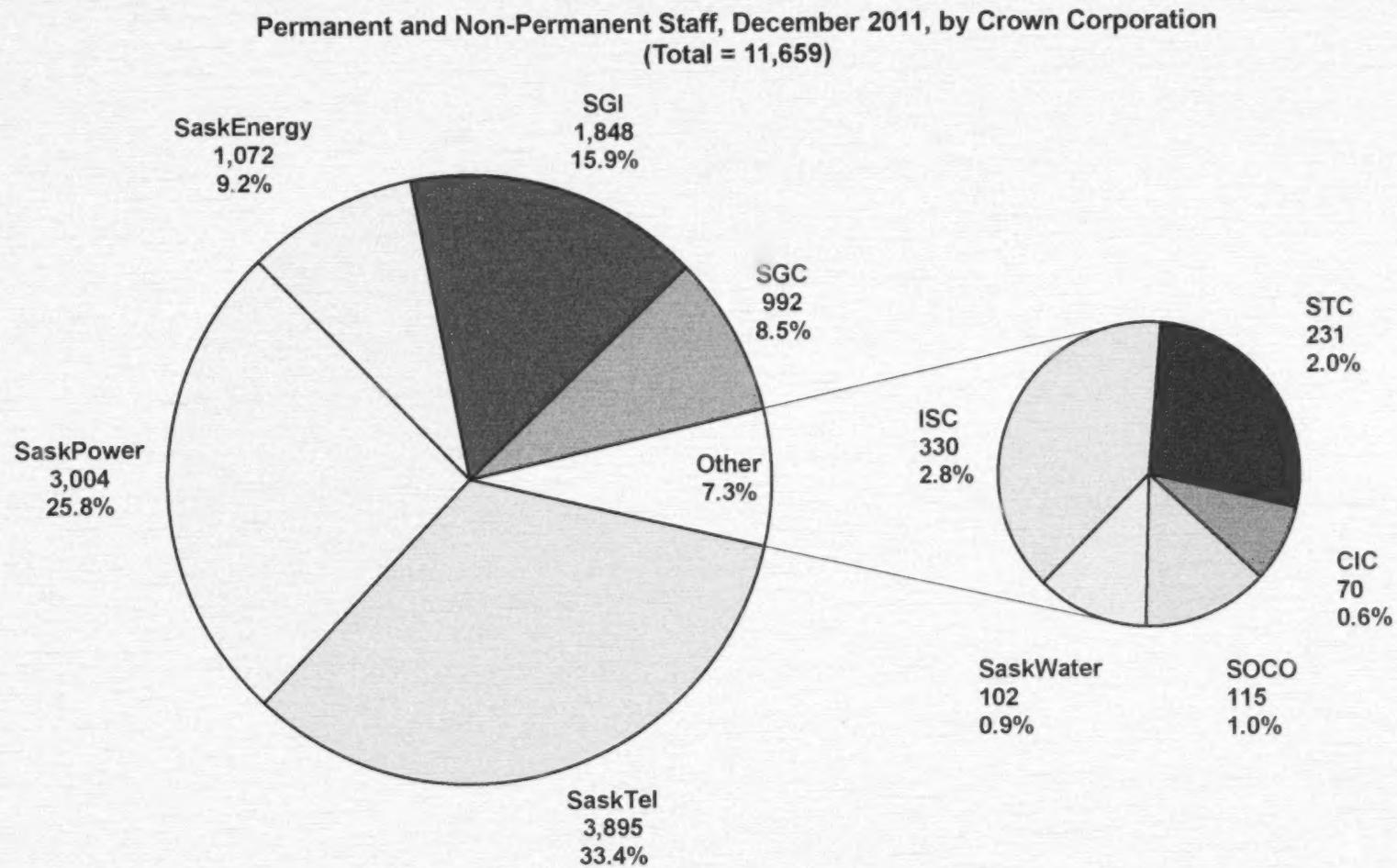
## Detailed Employment by Crown Corporation

		as of December 31										
		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	
CIC	Permanent	Full time	81	73	54	68	70	68	63	69	65	65
		Part time	0	0	0	0	0	0	0	1	0	0
		Non-permanent	0	2	0	1	4	4	4	2	2	5
SaskTel	Permanent	Full time	3,786	3,812	3,657	3,622	3,577	3,476	3,318	3,226	3,192	3,136
		Part time	110	89	90	38	49	102	104	111	88	111
		Non-permanent	524	569	562	622	747	726	752	719	749	648
SaskPower	Permanent	Full time	2,369	2,395	2,426	2,444	2,473	2,526	2,588	2,692	2,762	2,739
		Part time	134	142	144	137	134	127	136	140	131	133
		Non-permanent	150	145	153	118	110	132	132	113	84	132
SaskEnergy	Permanent	Full time	815	818	815	823	861	895	937	930	908	919
		Part time	85	84	86	86	77	76	68	73	68	75
		Non-permanent	74	70	65	50	70	102	97	84	91	78
SGI	Permanent	Full time	1,386	1,387	1,390	1,420	1,447	1,524	1,536	1,573	1,572	1,591
		Part time	107	115	114	113	116	113	107	114	112	109
		Non-permanent	92	75	77	106	125	148	187	189	157	148
SaskWater	Permanent	Full time	84	67	68	80	82	83	85	87	91	98
		Part time	2	2	2	4	4	4	4	3	4	3
		Non-permanent	3	1	1	9	0	5	3	4	4	1
SOCO	Permanent	Full time	...	...	69	81	86	116	106	110	115	111
		Part time	...	...	1	2	3	2	5	4	3	2
		Non-permanent	...	...	4	3	2	2	3	0	1	2
ISC	Permanent	Full time	196	165	195	208	229	243	257	259	289	288
		Part time	4	27	2	1	1	2	2	2	3	2
		Non-permanent	303	88	59	41	13	17	19	13	25	40
STC	Permanent	Full time	191	186	186	194	197	196	203	200	192	190
		Part time	40	40	40	38	37	35	29	34	37	34
		Non-permanent	1	6	4	14	7	7	4	5	1	7
SGC	Permanent	Full time	...	...	...	...	...	447	565	631	518	557
		Part time	...	...	...	...	...	433	446	362	340	356
		Non-permanent	...	...	...	...	...	167	116	96	155	79

- SaskTel and SaskPower together account for 59% of the crown staff. By virtue of their size, they largely determine the overall averages for the crown sector.

- When SaskEnergy, SGI, and SGC are included, the five largest crowns have more than 90% of the staff.

## Total Staff in the Crowns, 2011

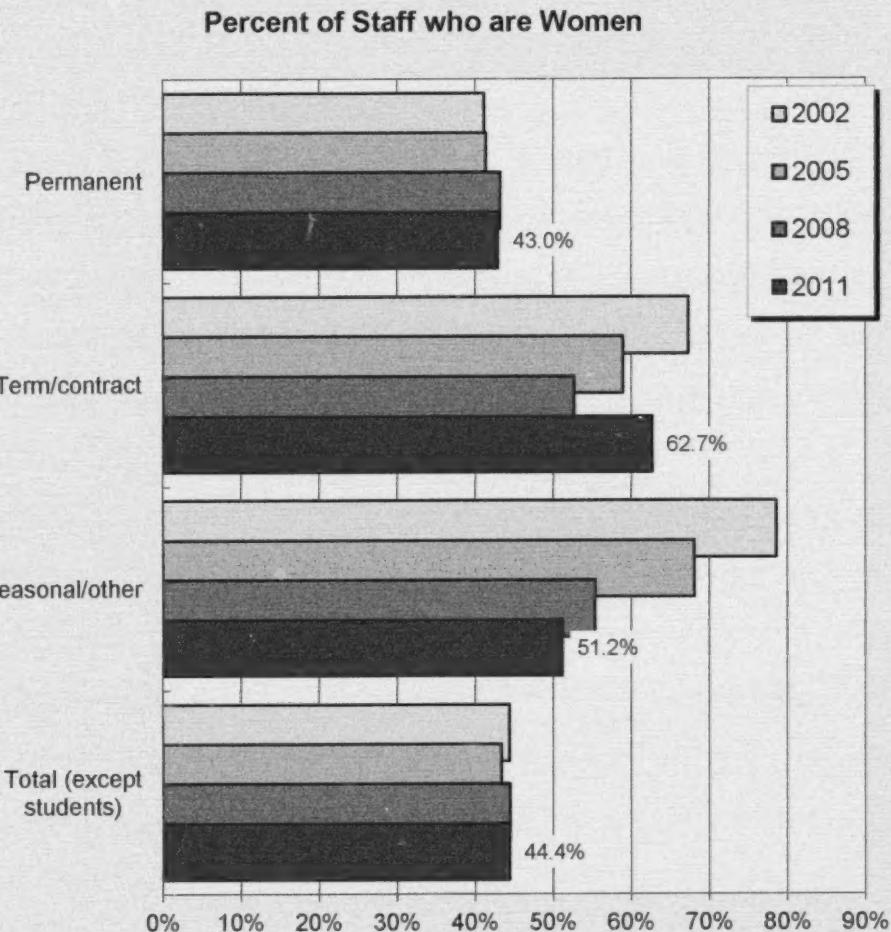


## Characteristics of Employees

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- Sex
- Aboriginal Identity
- Membership in a Visible Minority Group
- Reporting a Disability
- Age
- Tenure
- Earliest retirement date

## Category of Employment by Sex

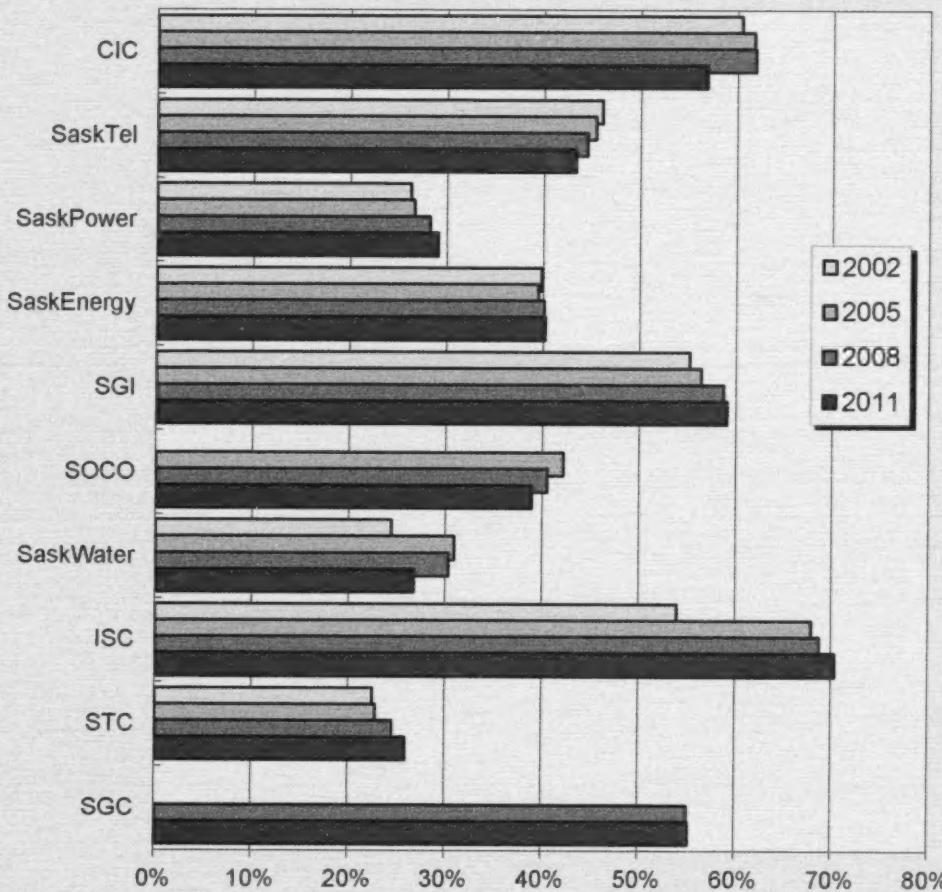


- The proportion of crown staff who are women hasn't changed significantly over the ten years. In 2011, 44.4% of staff were women, the same proportion as in 2002.
- Women still dominate staff who are in non-permanent positions although the proportion has declined to near 50%.
- The proportion of students who are women is not significantly different from the proportion of permanent staff who are women. In 2011, 44% of the students were women.

Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

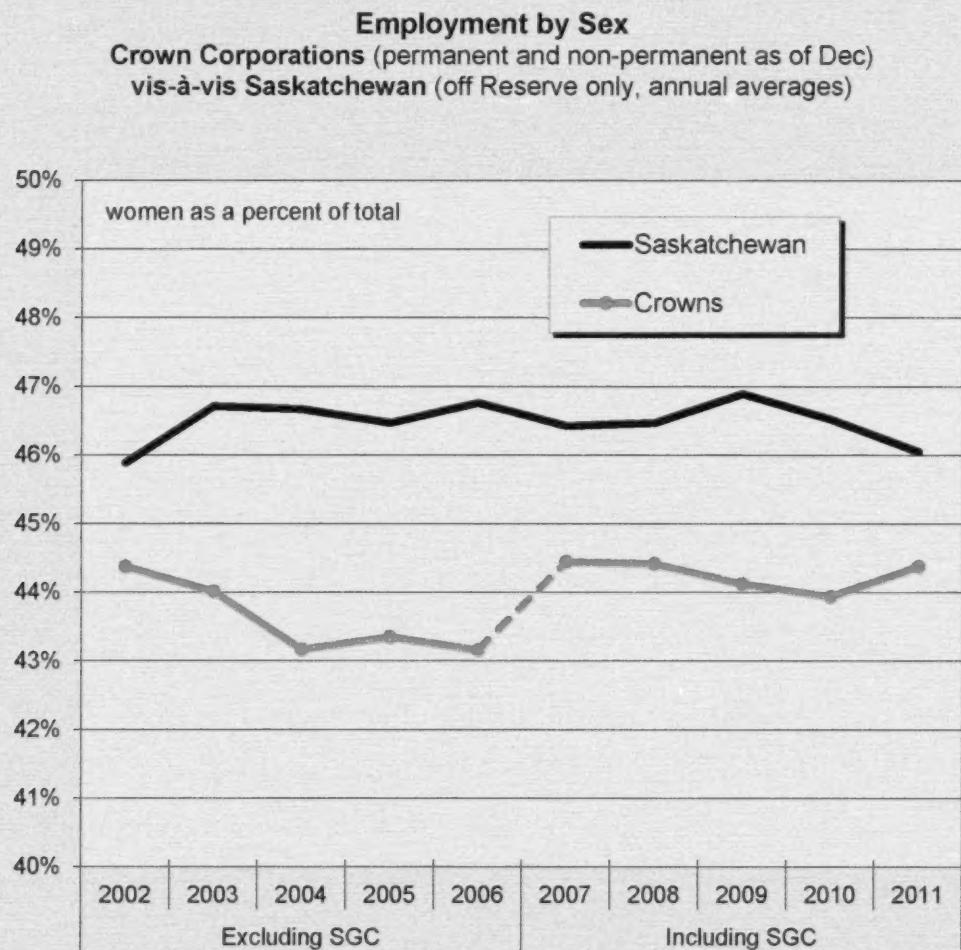
## Crown Corporation Employment by Sex

Percent of Permanent Staff who are Women



- Over the ten years ending in 2011, most crowns report no dramatic changes in the proportion of women among their permanent staff.
- The proportion has declined at SaskTel and increased at SaskPower, SGI, ISC, and STC.

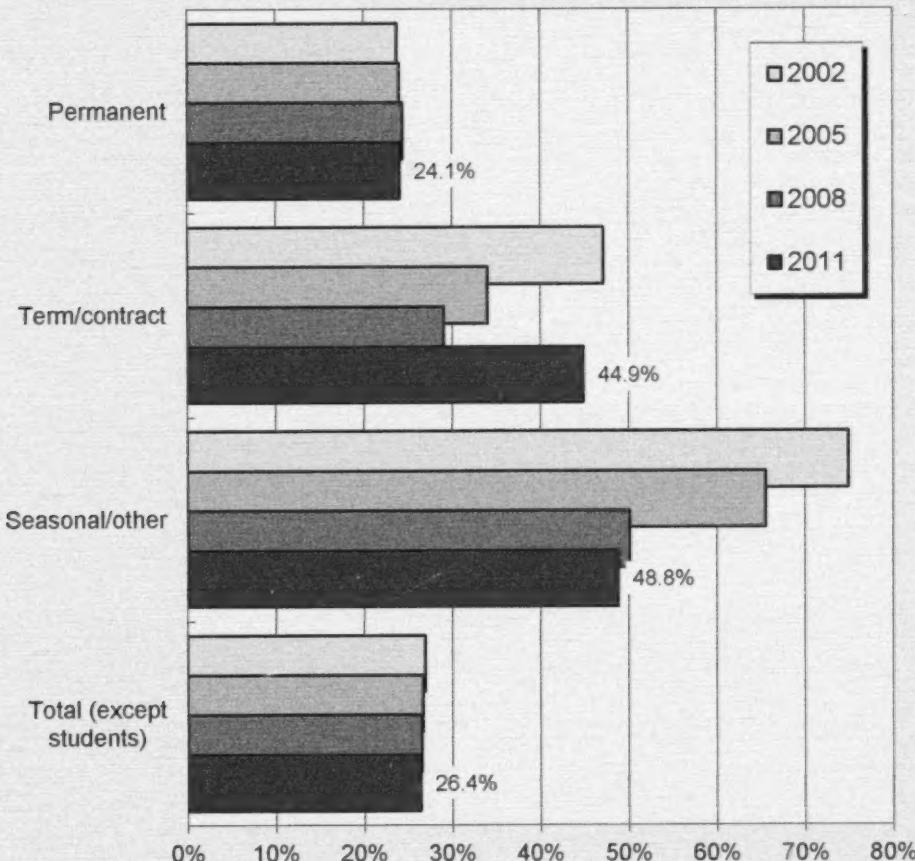
## Comparison with Saskatchewan



- In the province as a whole, women make up 46% of employed persons.
- This compares with 44.4% of the permanent and non-permanent crown employees.

## Women in Under-Represented Positions

**Women as a Percentage of Staff (Under-Represented Positions Only)**



Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

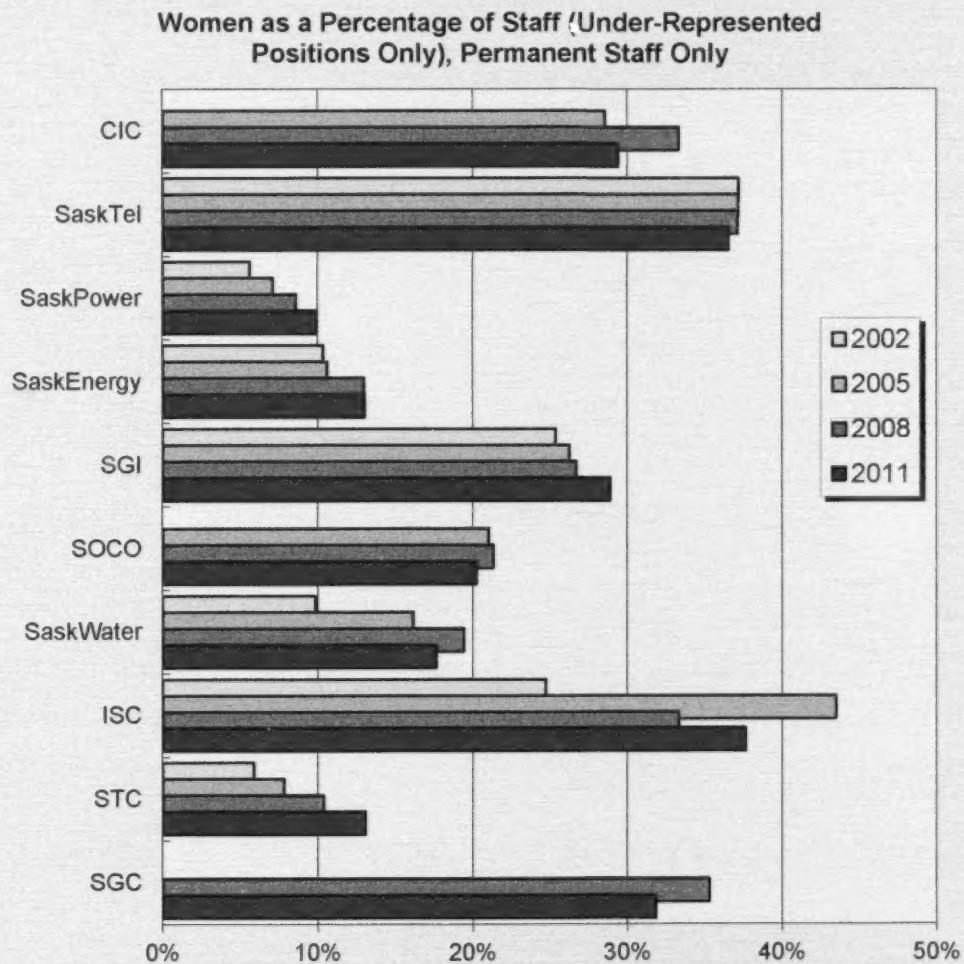
- Using the Saskatchewan Human Rights Commission current methodology\*, women represent 26% of those working in positions classified as under-represented. (The Commission has a target of 47% for these kinds of positions.)

- The proportion is higher in non-permanent positions than in permanent ones.
- This is effectively the same proportion as in 2002.

*\*As of 2006, the occupations (at the 4-digit NOC level) in which women represent less than 47% of those working are designated as "under-represented". Some of the common examples in the crowns are*

- telecommunications workers (10% women);
- IT managers (39%); and
- industrial mechanics (4%).

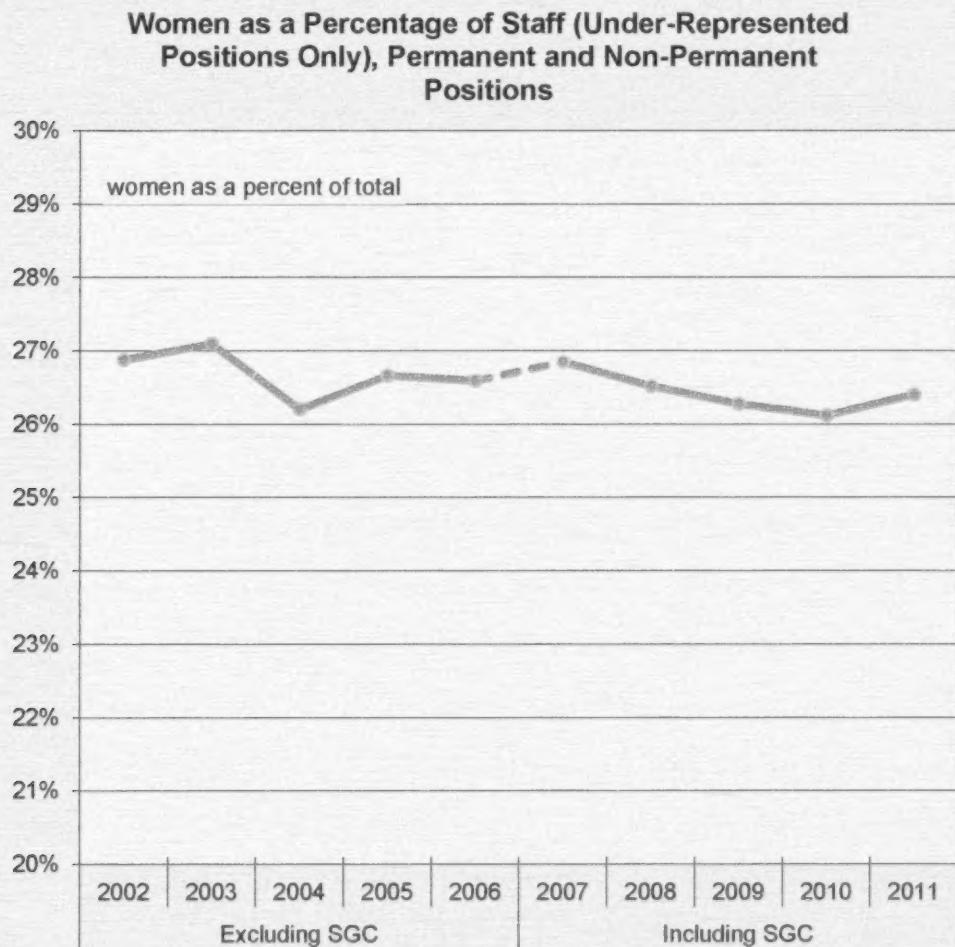
## Women in Under-Represented Positions, by Crown Corporation



- In absolute terms, the largest number of women working in under-represented positions are employed at SaskTel. The largest proportions are working at SaskTel, CIC, SGC, and ISC.
- Several crowns, including STC, SaskPower, and SaskEnergy, are making steady progress in increasing the proportion of women who work in under-represented positions but the proportions are still very low.

\*\* insufficient occupational detail provided for CIC in 2002

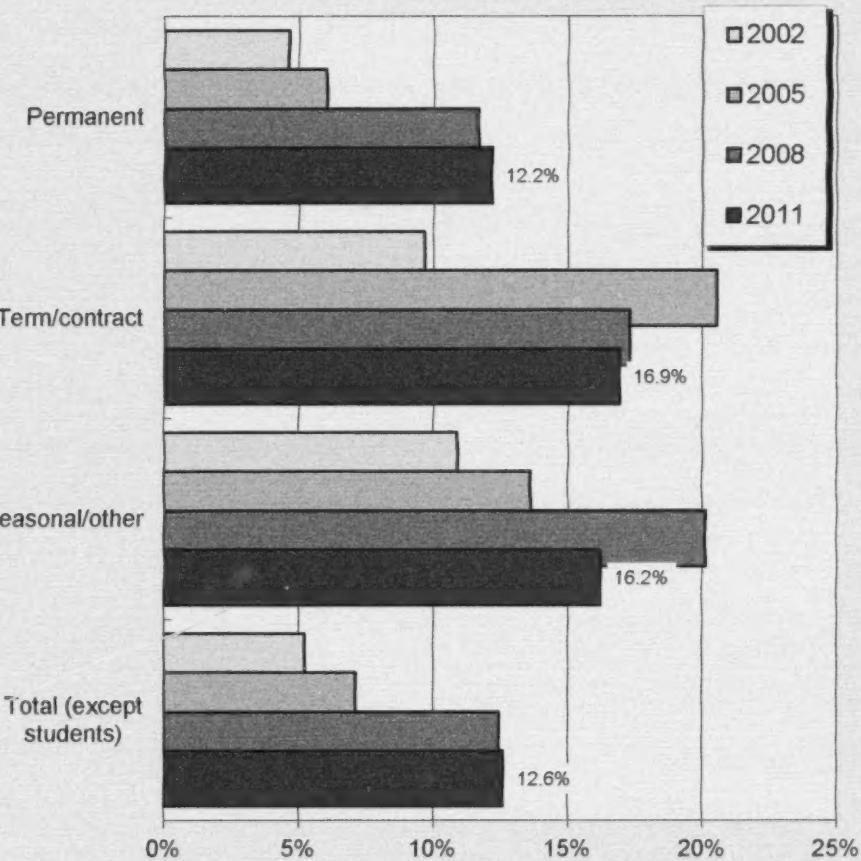
## Trends over Time, Women in Under-Represented Positions



- The proportion of crown positions in which a) women are under-represented and b) which are held by women has fluctuated between 26% and 27% for the past ten years.
- The inclusion of SGC in the statistics has little effect on this indicator.

## Aboriginal Identity

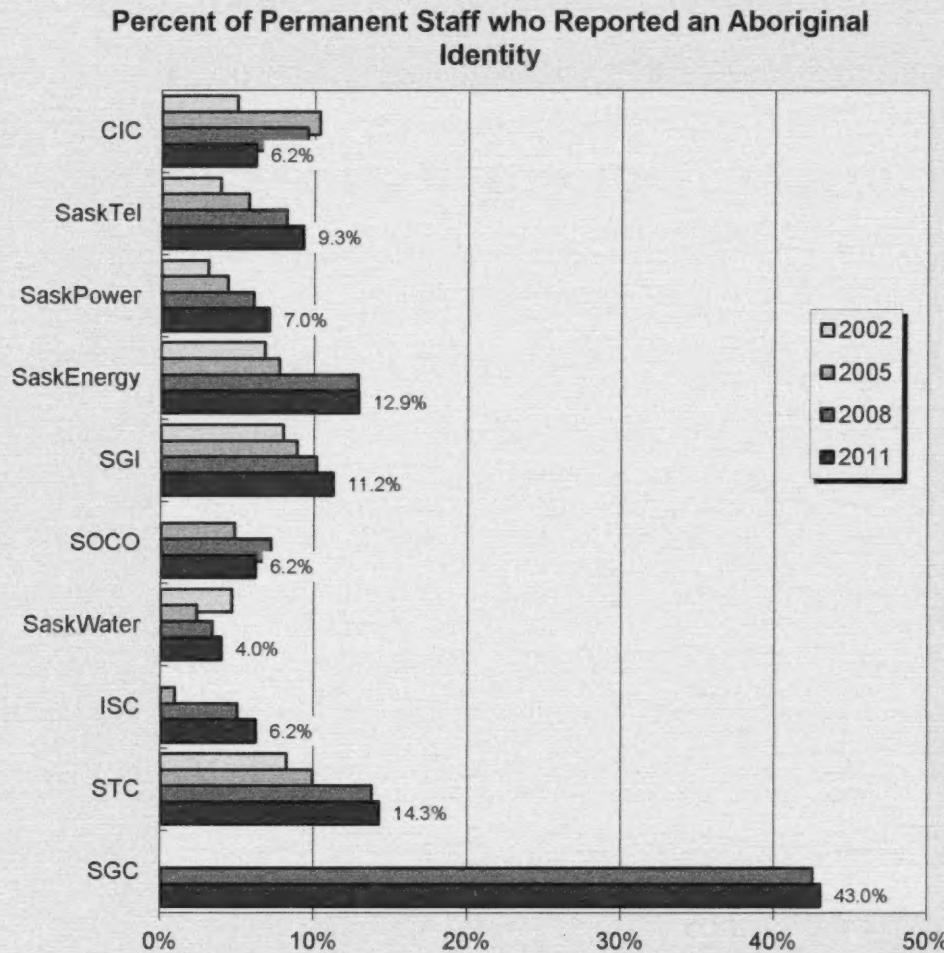
Percent of Staff who Reported an Aboriginal Identity



- Over the ten years ending in 2011, the proportion of permanent and non-permanent crown staff who self-identify as Aboriginal has increased from 5.2% to 9.8%. The inclusion of SGC raises the proportion to 12.6%.
- In absolute terms, and including SGC, there are now approximately 1,500 permanent and non-permanent Aboriginal employees (excluding students) in the crowns, a dramatic increase from the 550 employees in 2002.
- Aboriginal employees are much more common in non-permanent positions.
- Among students, Aboriginal people make up 14.3% of the total.

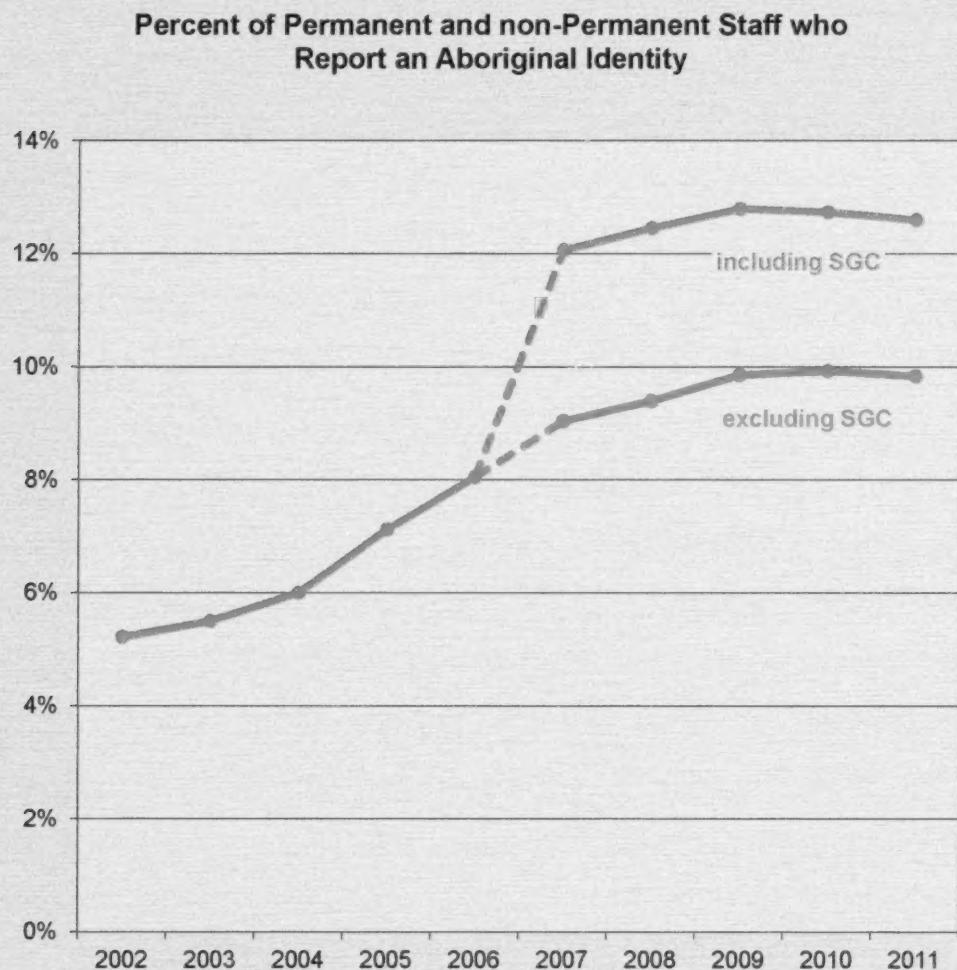
Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

## Aboriginal Identity by Crown Corporation



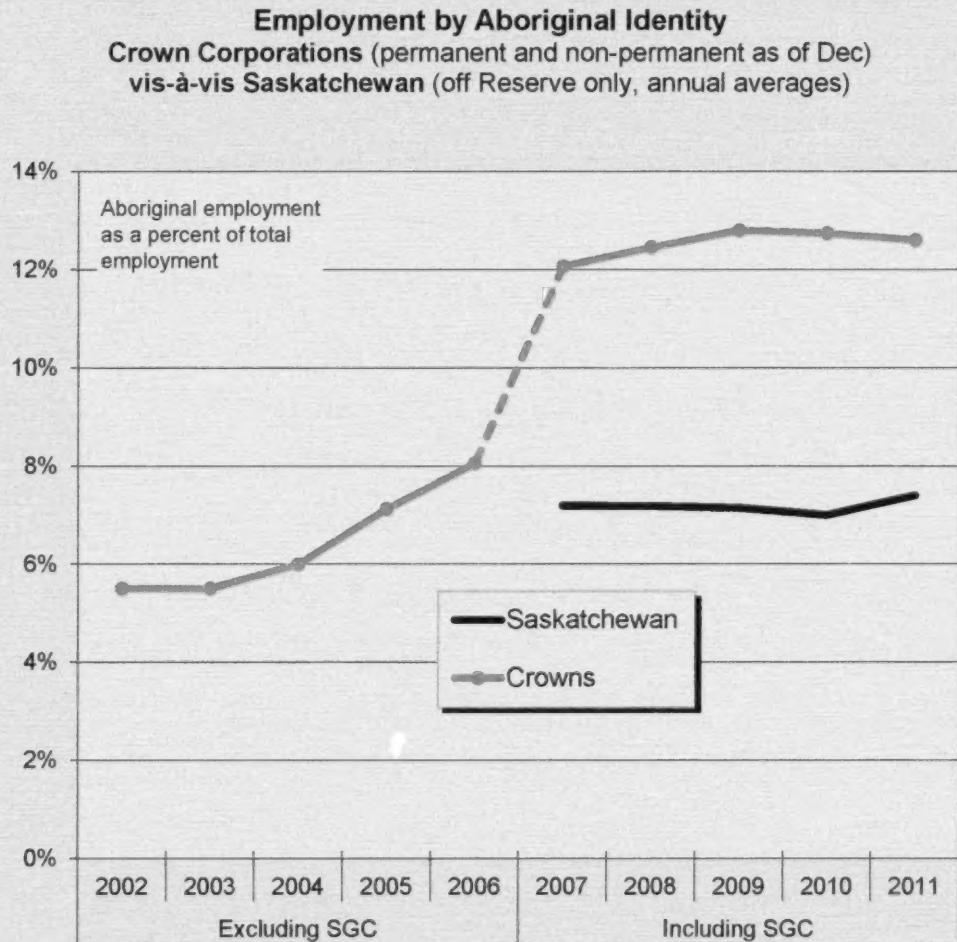
- All of the crowns except SaskWater show an increase in the proportion of staff who are Aboriginal over the ten years ending in 2011.
- The most dramatic increases over time have been in the larger crowns – SaskTel, SaskPower, and SaskEnergy.

## Trends in Aboriginal Identity – the Effect of SGC



- Including SGC, the proportion of permanent and non-permanent staff who self-identify as Aboriginal has increased from 5.2% to 9.8% over the past ten years.
- The Saskatchewan Human Rights Commission has a 2011 target of 13.1% for Aboriginal employees. Including SGC, the crown sector is at 12.6%.

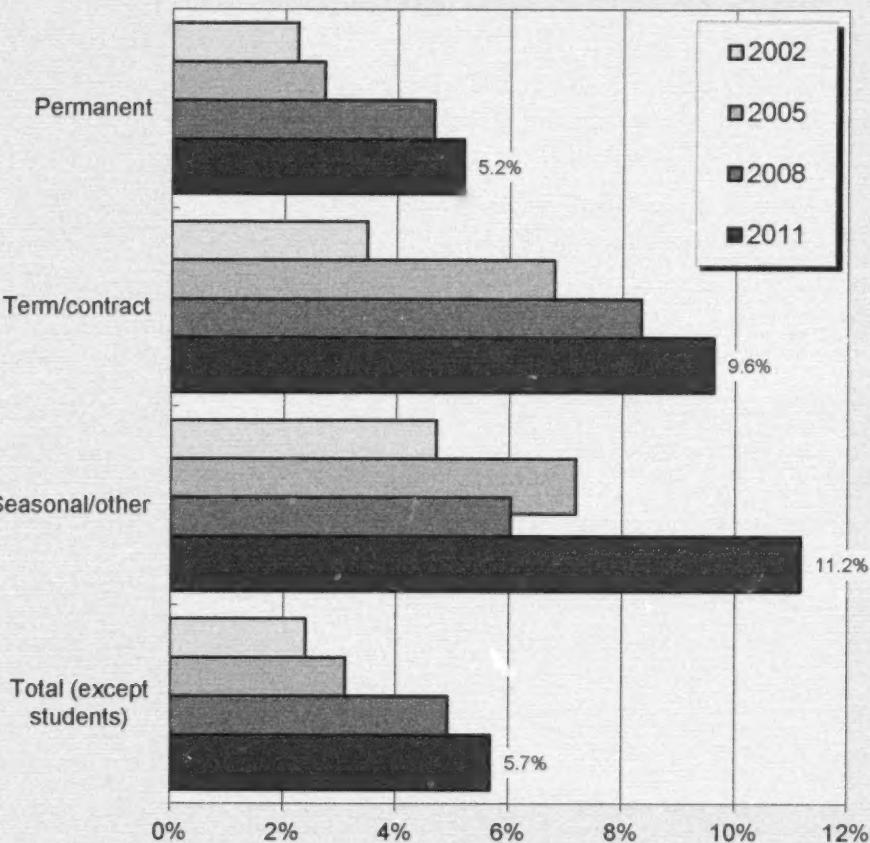
## Comparison with Saskatchewan



- Excluding the population living on Reserve (where the Labour Force Survey is not conducted), Aboriginal people make up just over 7% of the employed persons in Saskatchewan.
- This compares with 12.6% of crown staff.

## Membership in a Visible Minority Group

**Percent of Staff who are Members of a Visible Minority Group**

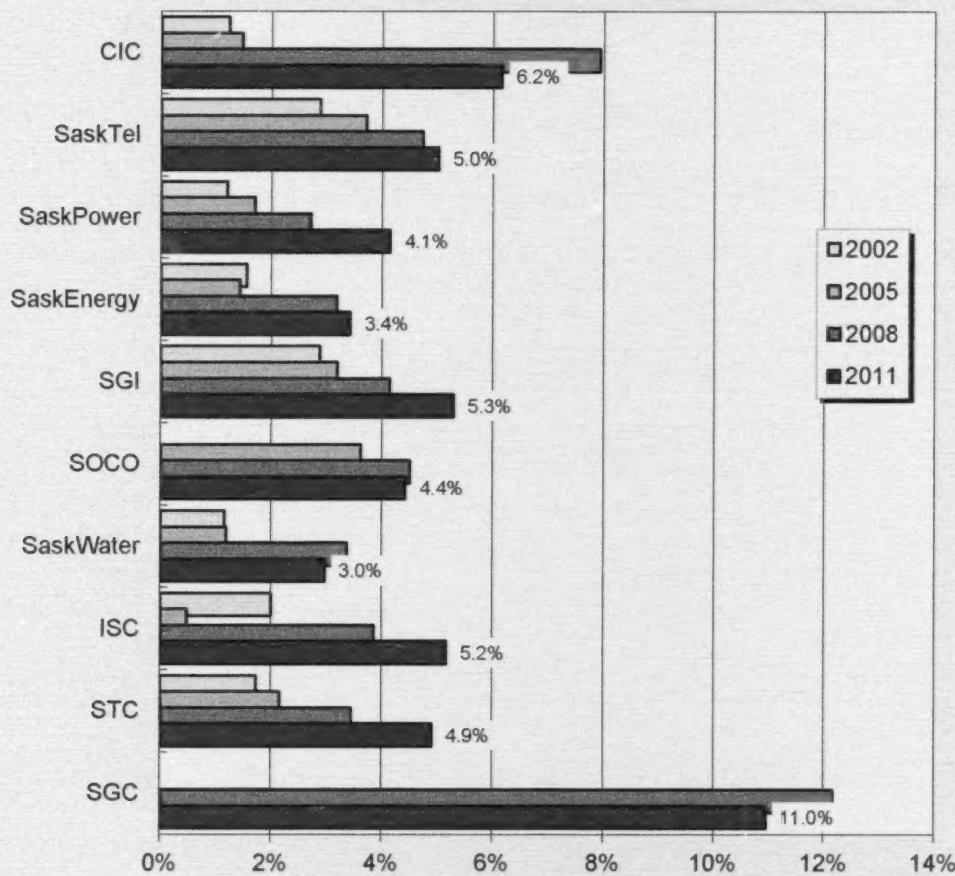


- As with Aboriginal employees in the crowns, those who are members of a visible minority group are much more common among non-permanent staff and among students than among permanent staff.
- The proportion of permanent staff who are members of a visible minority group has increased over the ten years from 2.2% to 4.6%. The proportion increases to 5.2% if SGC is included and to 5.7% if non-permanent staff are included.
- The proportion of 2011 students who were members of a visible minority group was 7.5%.

Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

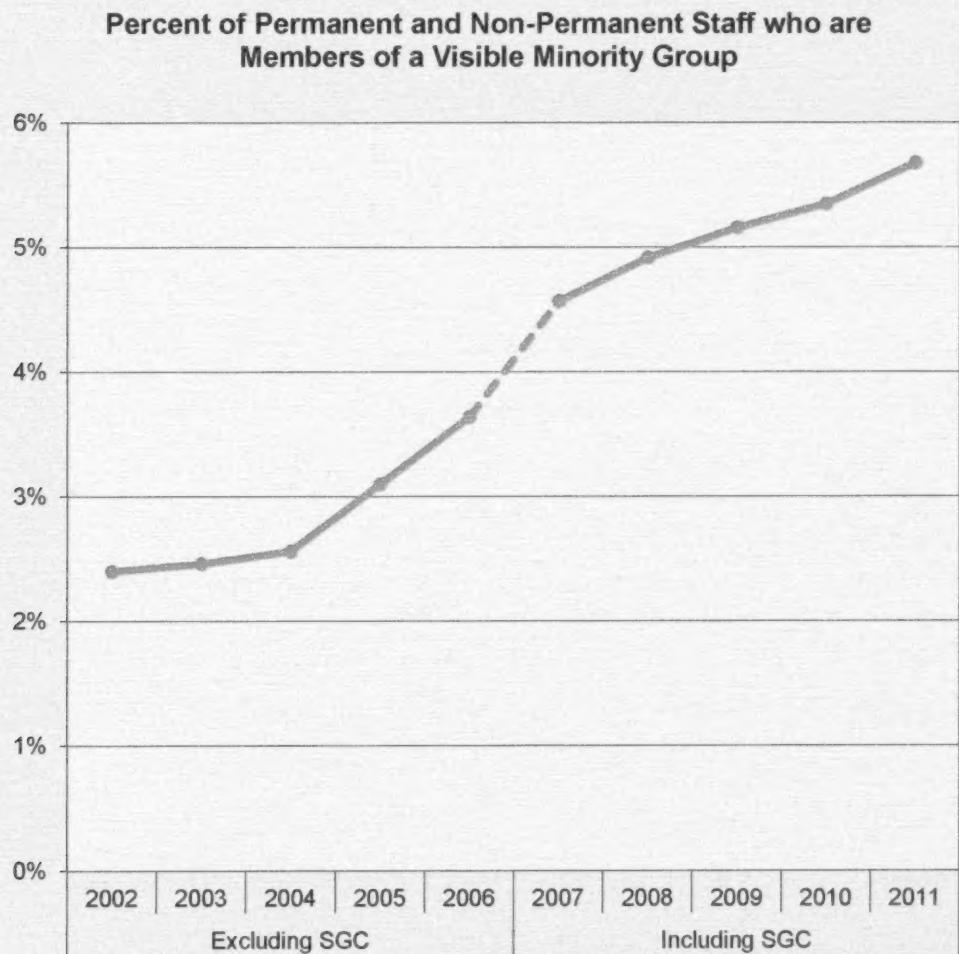
## Visible Minority Membership by Crown

**Percent of Permanent Staff who are Members of a Visible Minority Group**



- The upward trend among members of a visible minority group is largely a consequence of increases in the larger crowns –SaskPower and SaskEnergy, for example.
- The Saskatchewan Human Rights Commission's 2010 target is 3.8% for employees who are members of a visible minority group; 6.6% in the cities of Saskatoon and Regina.
- Although some crowns reported a decline from 2008 to 2011, most show increases over the years.

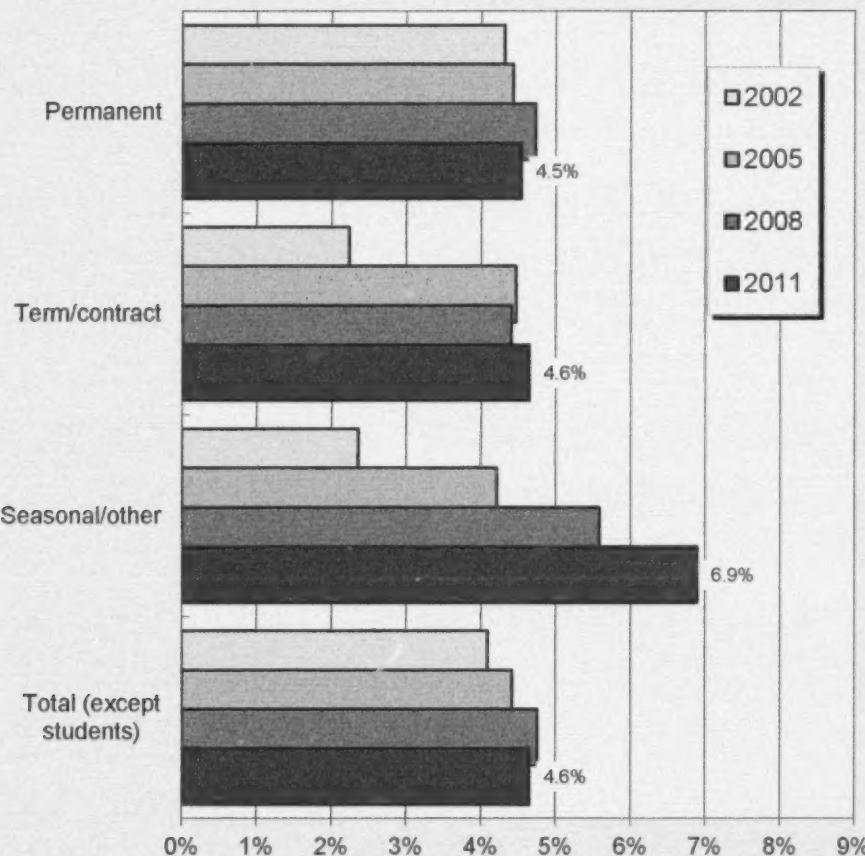
## Trends in the Number of Staff who are Visible Minority Group Members



- Excluding SGC, the proportion of permanent and non-permanent staff who self-identify as members of a visible minority group has more than doubled from 2.4% to 5.2% over the past ten years.
- Including SGC increases the proportion to 5.7% in 2011.

## Persons Reporting a Disability

Percent of Staff who Report Having a Disability

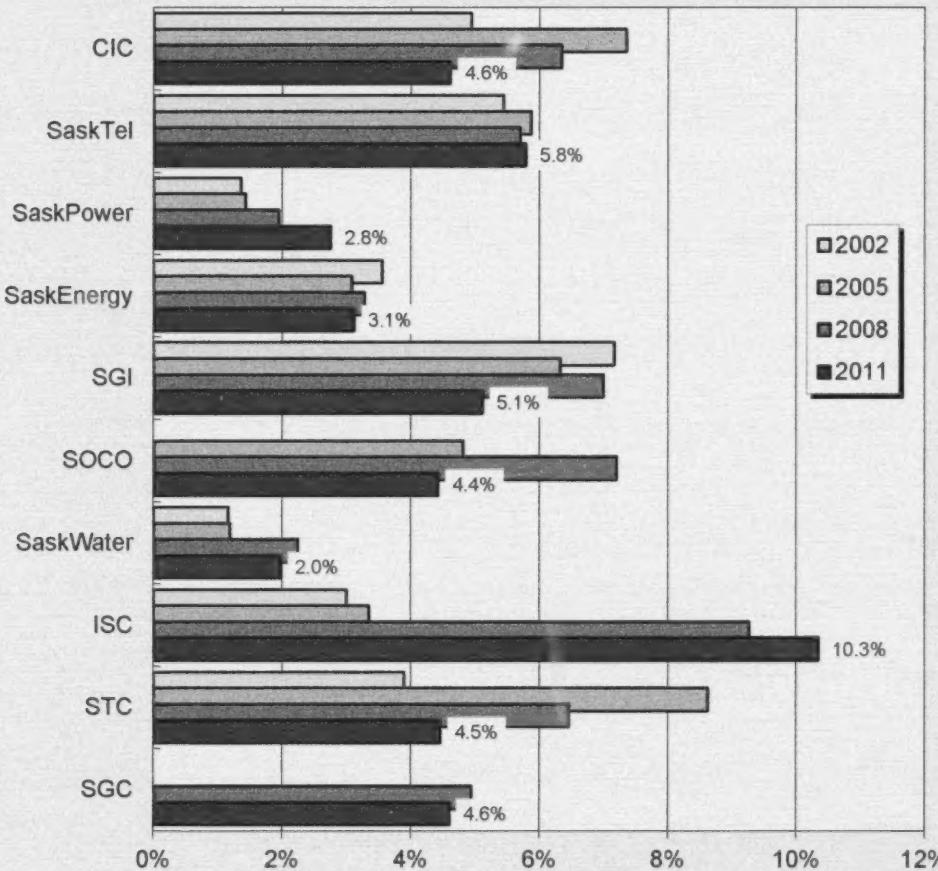


- The proportion of permanent and non-permanent staff who report a disability has increased only slightly over the ten years ending in 2011, increasing from 2001 to 2008 before falling back in 2011.
- The inclusion of SGC in the statistics has little effect on this indicator.
- The proportion of 2011 students who were members of a visible minority group was 2.0%.

Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

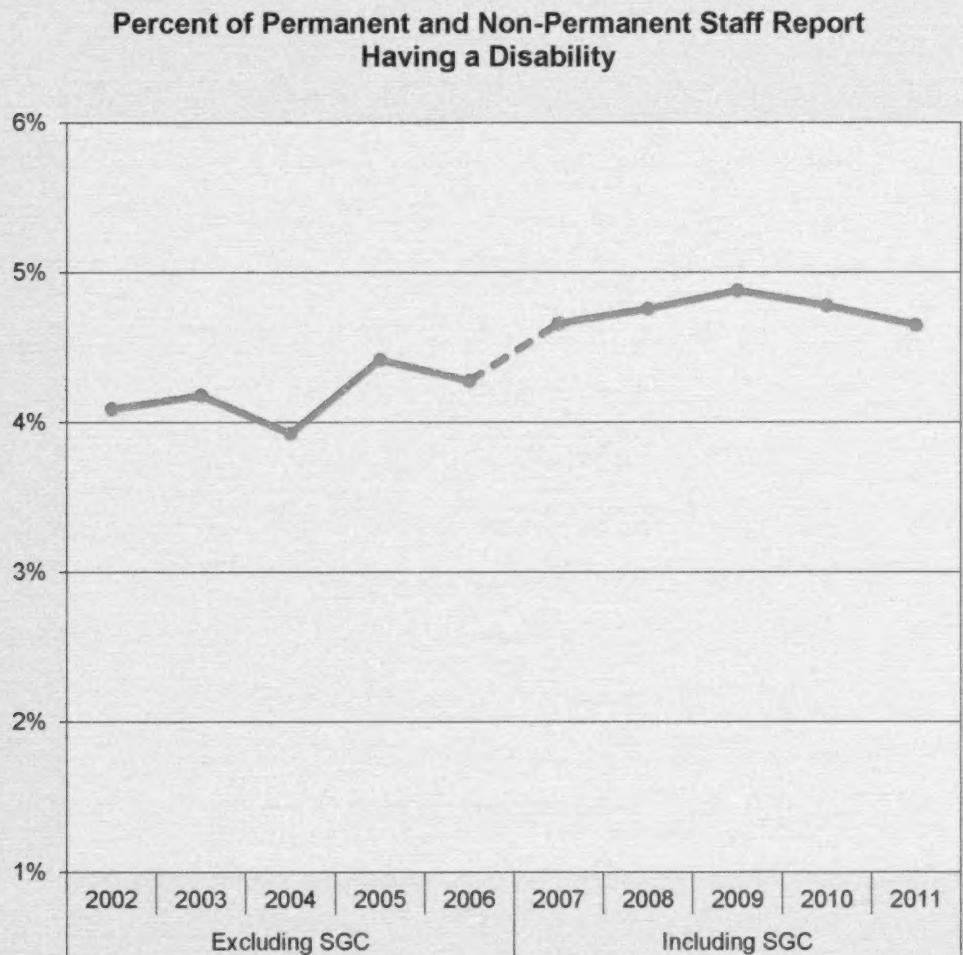
## Persons Reporting a Disability by Crown

Percent of Permanent Staff who Report Having a Disability



- Those who report a disability are less common at SaskPower, SaskWater, and SaskEnergy.
- While still high relative to other crowns, the proportion is relatively stable at SaskTel and SGI.
- The Saskatchewan Human Rights Commission has a 2011 target of 9.7% for employees who report a disability. ISC is the only crown that is at this level.

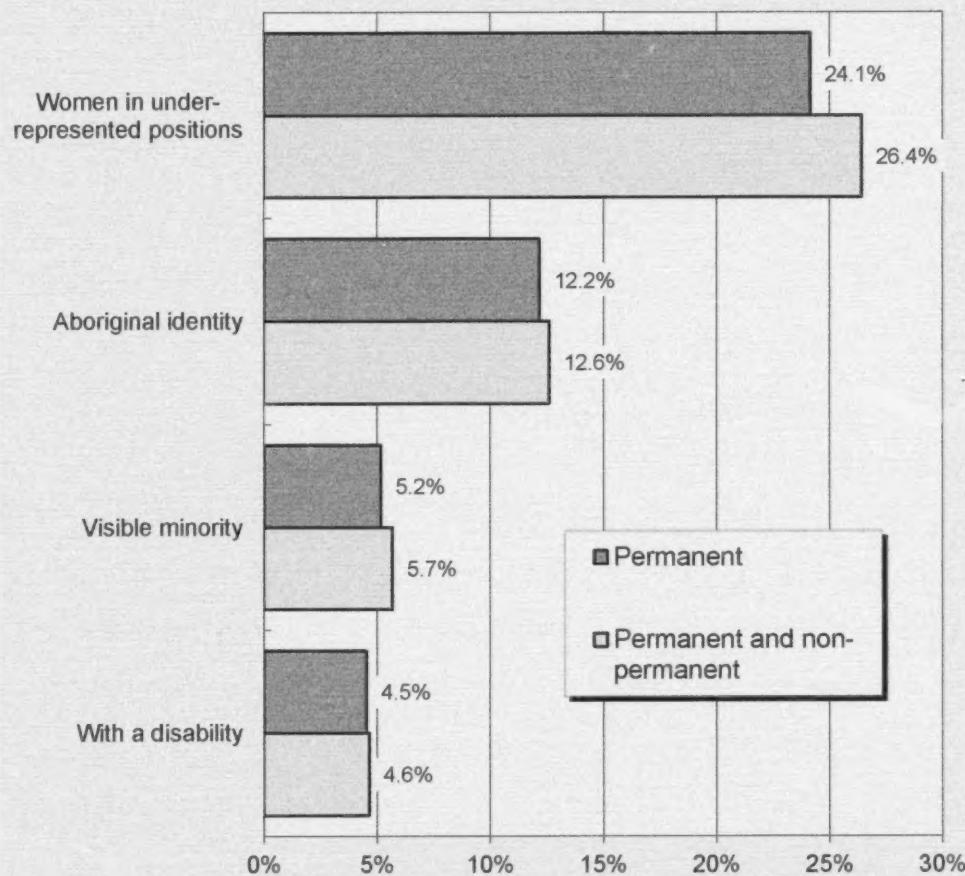
## Trends in the Proportion of Crown Staff Reporting a Disability



- The gradual but slow upward trend in the proportion of permanent and non-permanent crown staff who report a disability ended in 2009. The proportion has been declining since then.

## Summary of Diversity Measures for 2011

Percent of Staff in Target Groups, 2011 (including SGC)



- Including SGC, the proportion of permanent staff in the crowns who are Aboriginal was 12.2% at the end of 2011.
- At the same point in time, 5.2% and 4.5% were, respectively, members of a visible minority group or reported having a disability.
- Women represent approximately one in four employees in under-represented positions.
- In each of the designated groups, the proportions are higher among non-permanent staff.

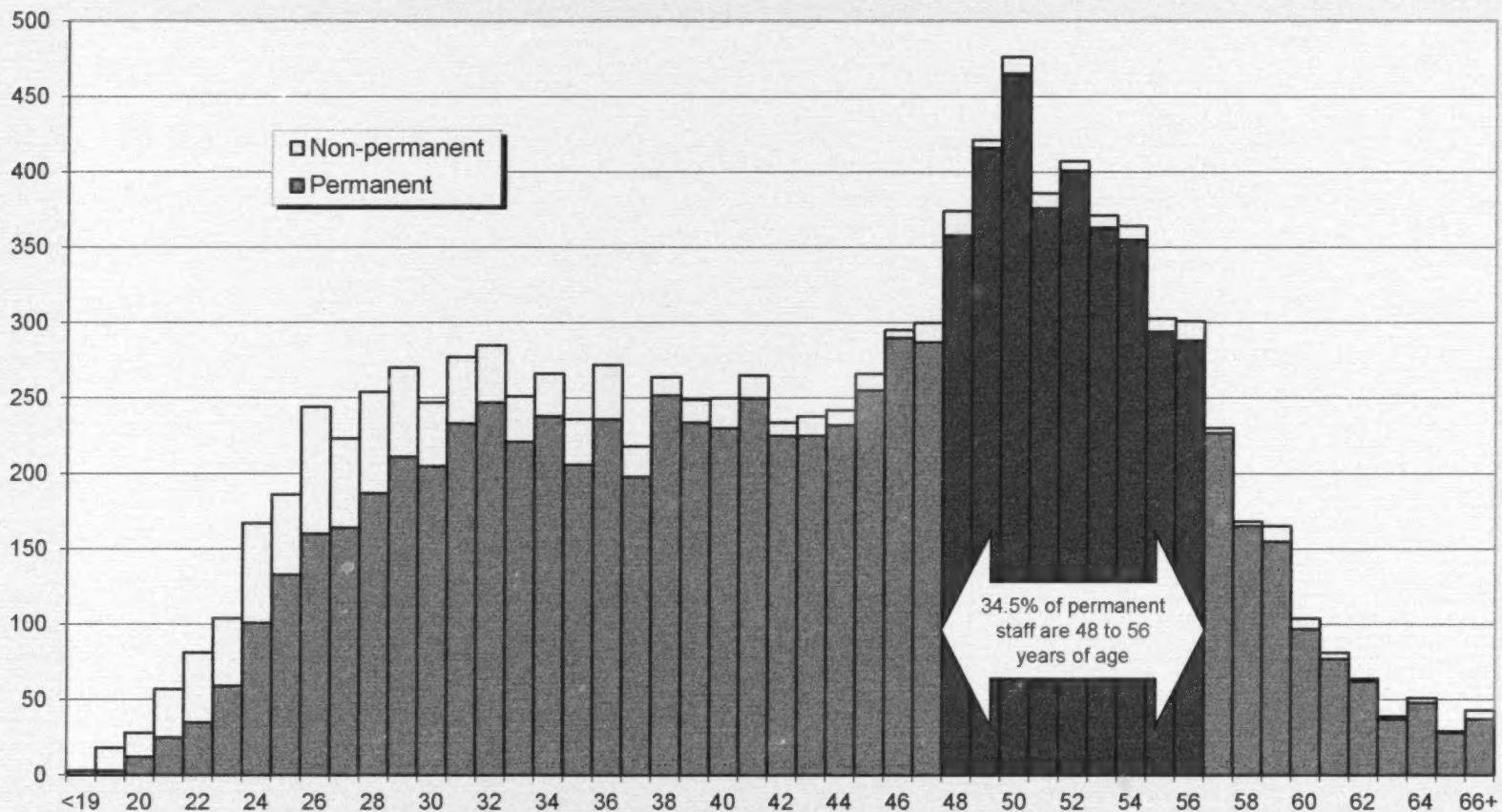
## Age, Tenure, and Retirements

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In many of these statistics about age, tenure, and retirements, SGC is excluded because a) the Crown has been in existence for only a few years so the staff have abnormally short tenure and b) there are no trends in retirement data.

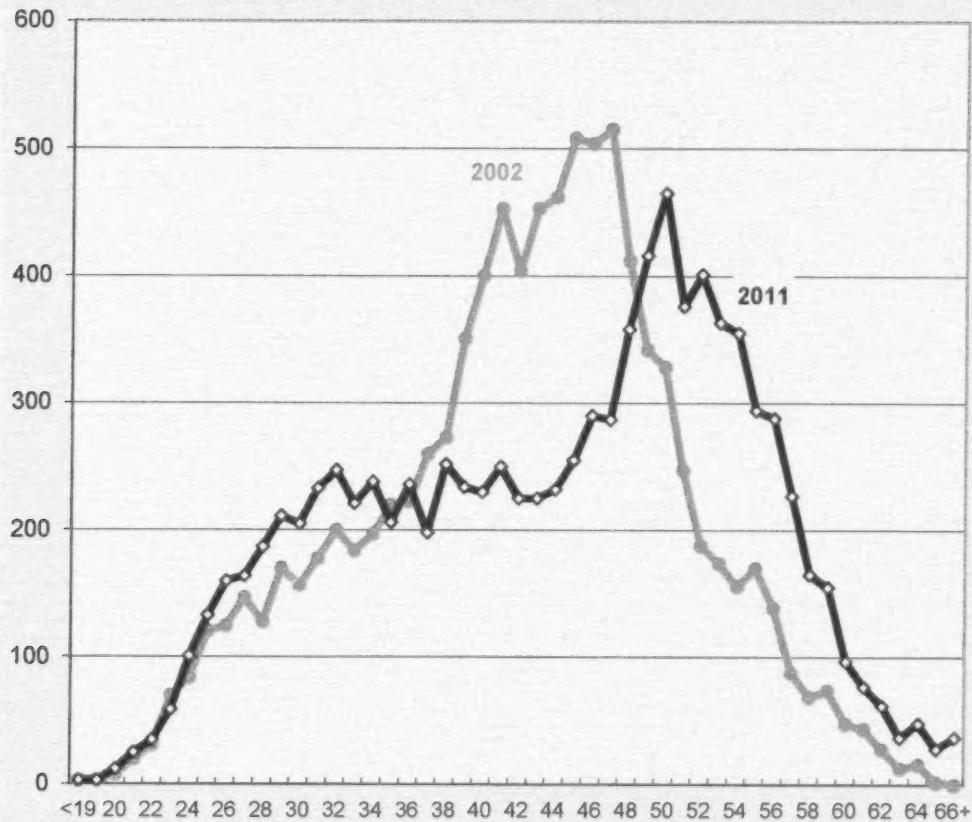
## The “Bubble”: Crown Employees by Individual Age

Age of Permanent and Non-Permanent Crown Staff as of December 2011  
(excluding SGC)



## The Bubble Advances

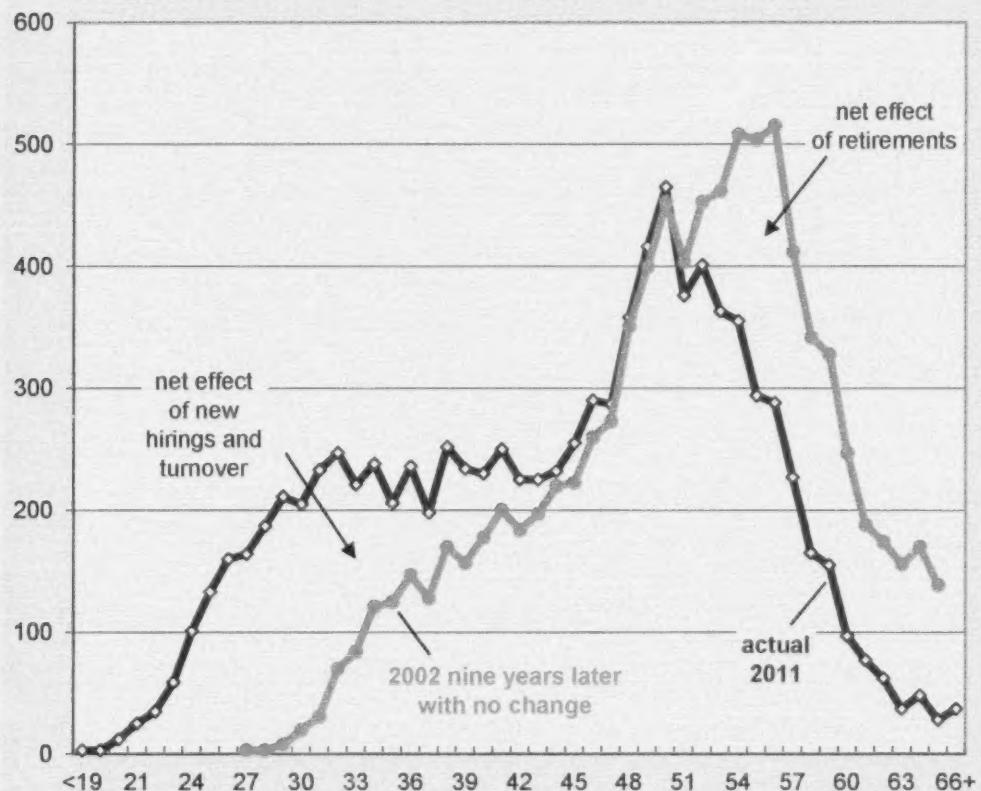
**Comparison of Ages for Permanent Crown Employees  
(excluding SGC)**



- Over the ten years ending in 2011, the “bubble” has shifted to the right in the age distribution.
- The general aging of the staff over the years leads to a dramatic decline among those in their forties and a corresponding increase among those in their fifties.
- That trend is accompanied by a steady increase in the proportion of permanent staff 60 or older.
- After declining from 2002 to 2004, the number under 35 is beginning to increase.
- The average age of permanent staff was 43.9 years in 2011 compared with 42.3 in 2002.

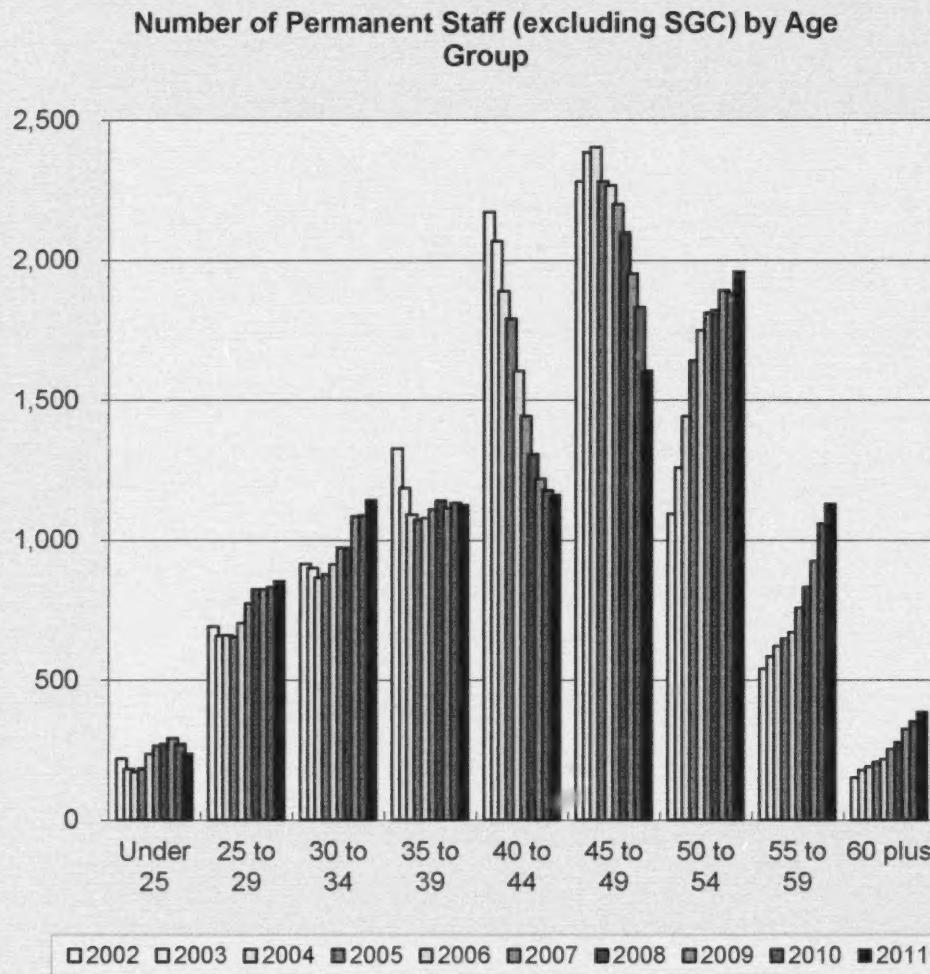
## Effect of Crown Sector Human Resource Initiatives

**Effect of Retirement and non-Retirement Turnover,  
"Managing the Bubble" Initiatives, and New Hirings on the  
Ages for Permanent Crown Employees (excluding SGC)**



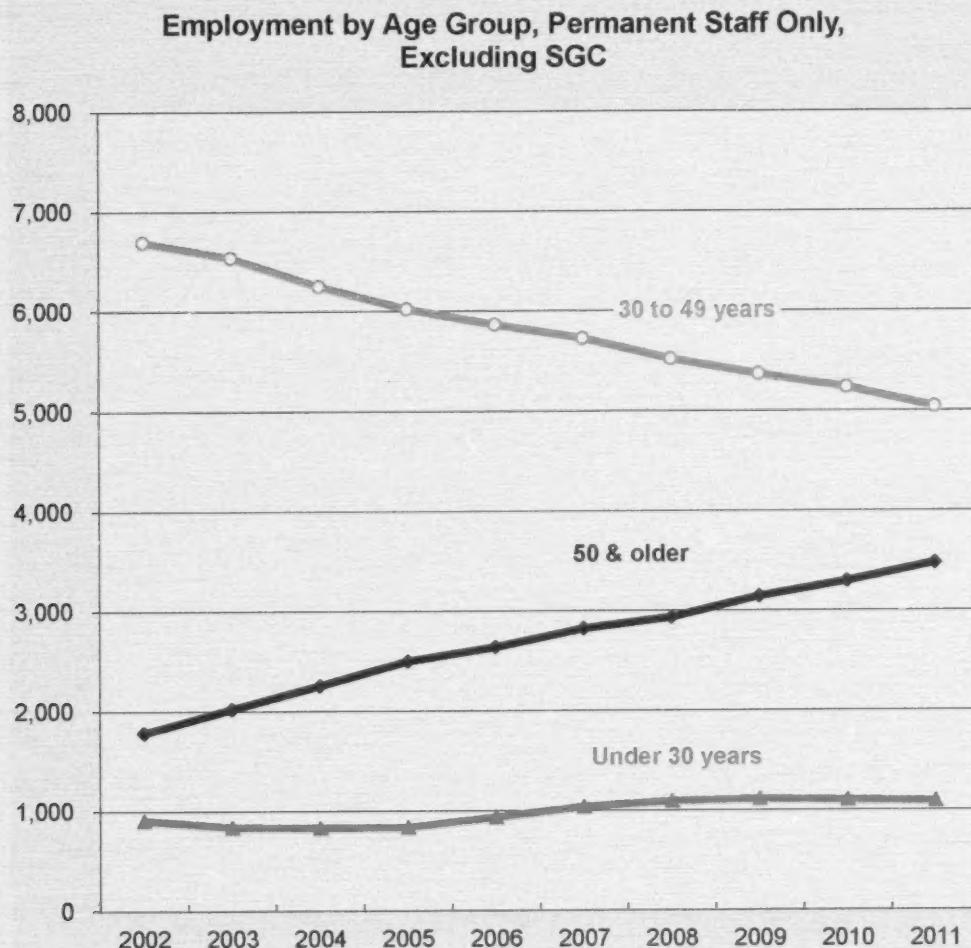
- This chart shows the effect of changes in the age of permanent staff from 2002 to 2011 with the effect of natural aging removed.
- The differences between the lines at older age groups will largely be the result of retirements (including early retirements).
- In younger age groups, the differences are largely from hiring younger staff, net of the relatively high turnover in this age group.
- The net effect of the changes over the period has been to "dampen" the peak which, without interventions, would have led to a large number of staff in their fifties. Instead, the peak of the "bubble" is at age 50, only a few years older than in 2002.

## Potential Retirements



- In 2011, the average retirement age among permanent crown employees was 58 years.
- The figure shows an increasing number of permanent crown employees who are 55 & older and therefore potential retirees. (386 of these were 60 or older in December 2011.)
- After dropping for several years, the number of younger crown employees (under 30 years of age) is now increasing as well.
- The most rapid decline is among those in their forties. The number of employees in this age group has fallen from 4,453 in 2002 to 2,768 in 2010.

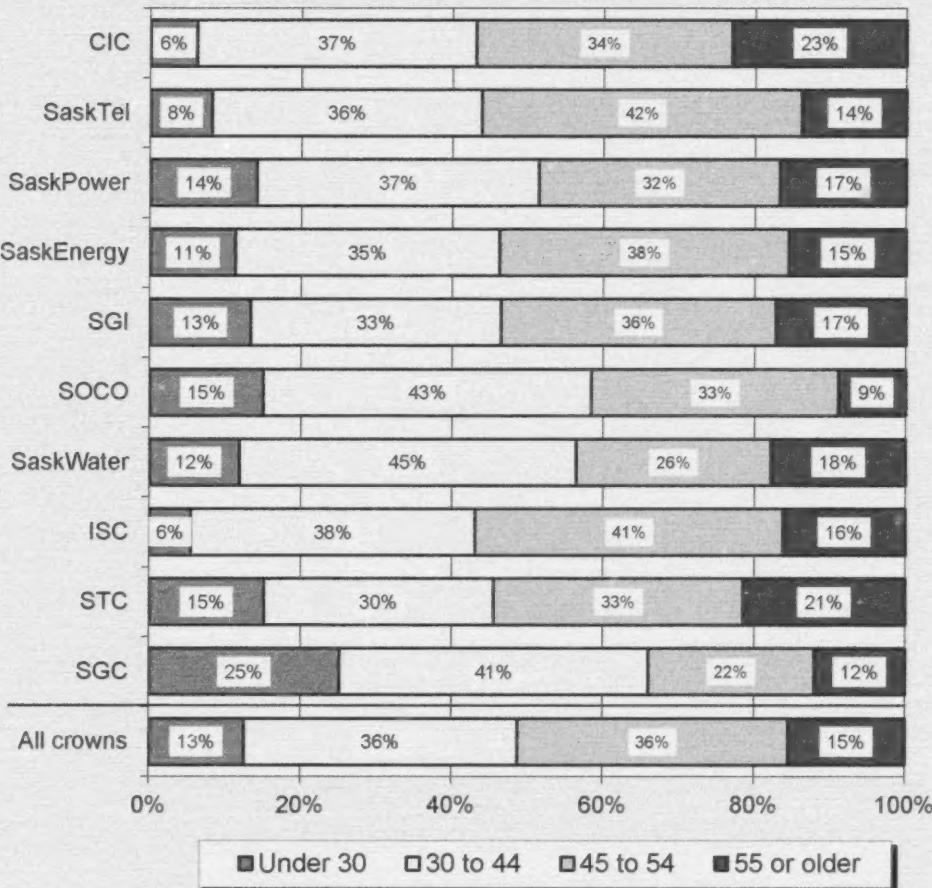
## Changes in the Age of Crown Employees (permanent excluding SGC)



- Over the past ten years, the number of staff in the 30 to 49 age group has declined steadily.
- Over the same period, the number 50 & older has grown steadily.

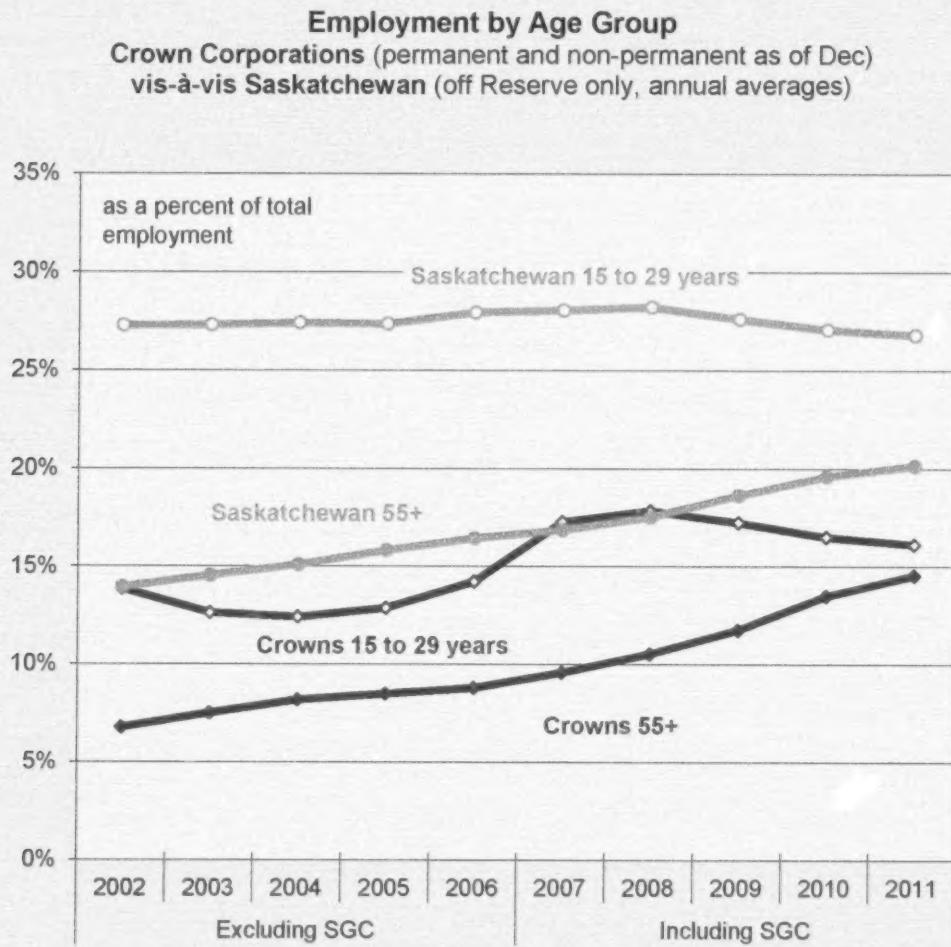
## Age by Crown Corporation, 2011 (Permanent Staff Only)

Permanent Staff by Age Group and Crown, 2011



- The proportion of permanent staff who are 55 or older is highest at STC and CIC.
- The proportion of permanent staff who are under 30 years of age is highest at SGC and lowest at ISC and CIC.
- At least part of the reason for the relatively small number of young people at SaskTel will be the lack of growth in the crown corporation over the period.
- Those in the pre-retirement age group (45 to 54) are most common at SaskTel and ISC and least common at SGC and SaskWater.

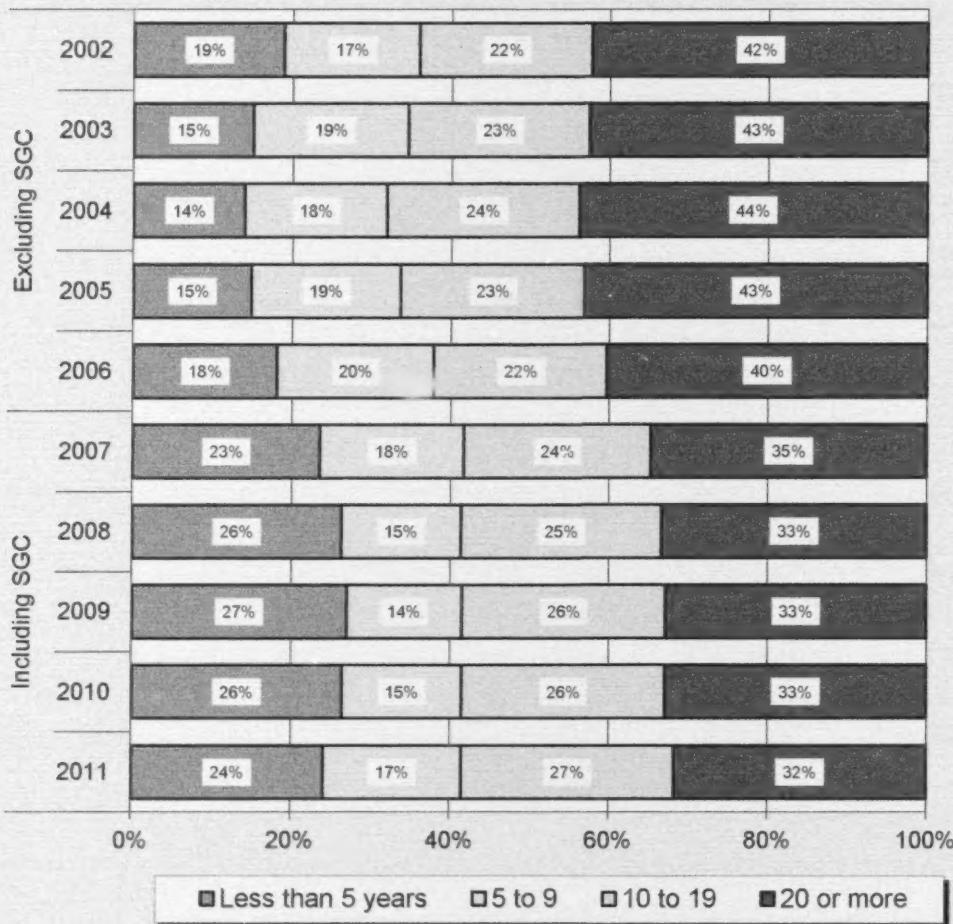
## Comparison with Saskatchewan



- Compared with persons employed in Saskatchewan, the crowns have fewer staff in the 55 and older age group – 15% compared with 20% – but there is a similar upward trend as in the province as a whole.
- The crowns employ far fewer young people – 16% compared with 27% in the province as a whole. Note that the provincial figures for this age group will include a large number of students working part-time.

## Tenure (years with the same crown)

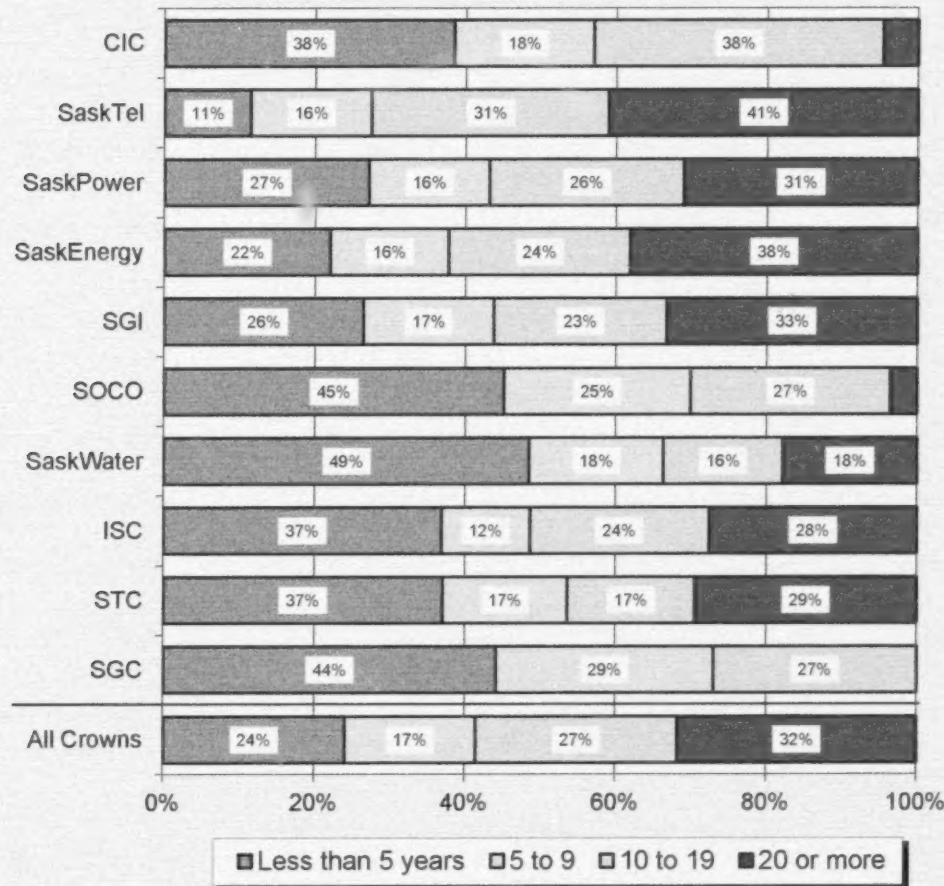
**Tenure (years with the same crown) for Permanent Staff**



- Average tenure among permanent staff is gradually stabilizing after declining in the early 2000s.
- The average tenure in 2011 was 14.5 years compared with 14.4 years in 2007.
- Excluding SGC, the average tenure among permanent staff was 15.3 years in 2011 compared with 15.7 years in 2006 and 15.3 years in 2002.

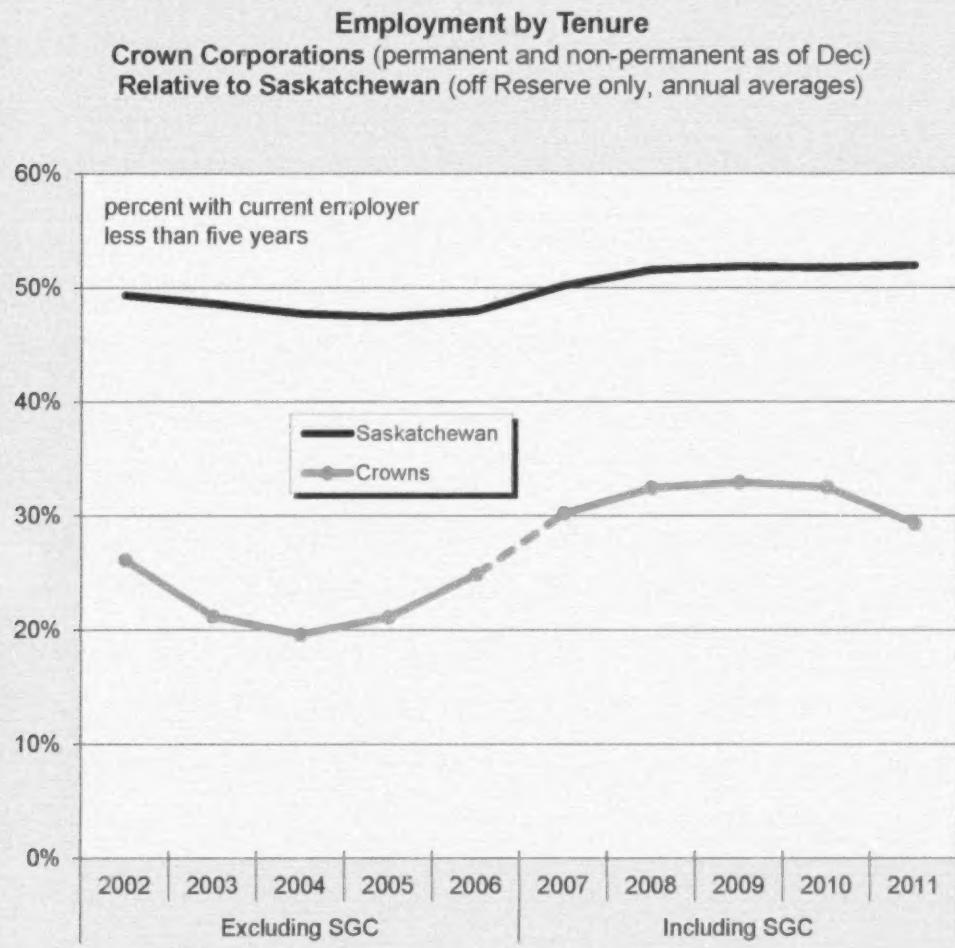
## Tenure by Crown, 2011

**Tenure (years with the same crown) Permanent Staff Only, 2011**



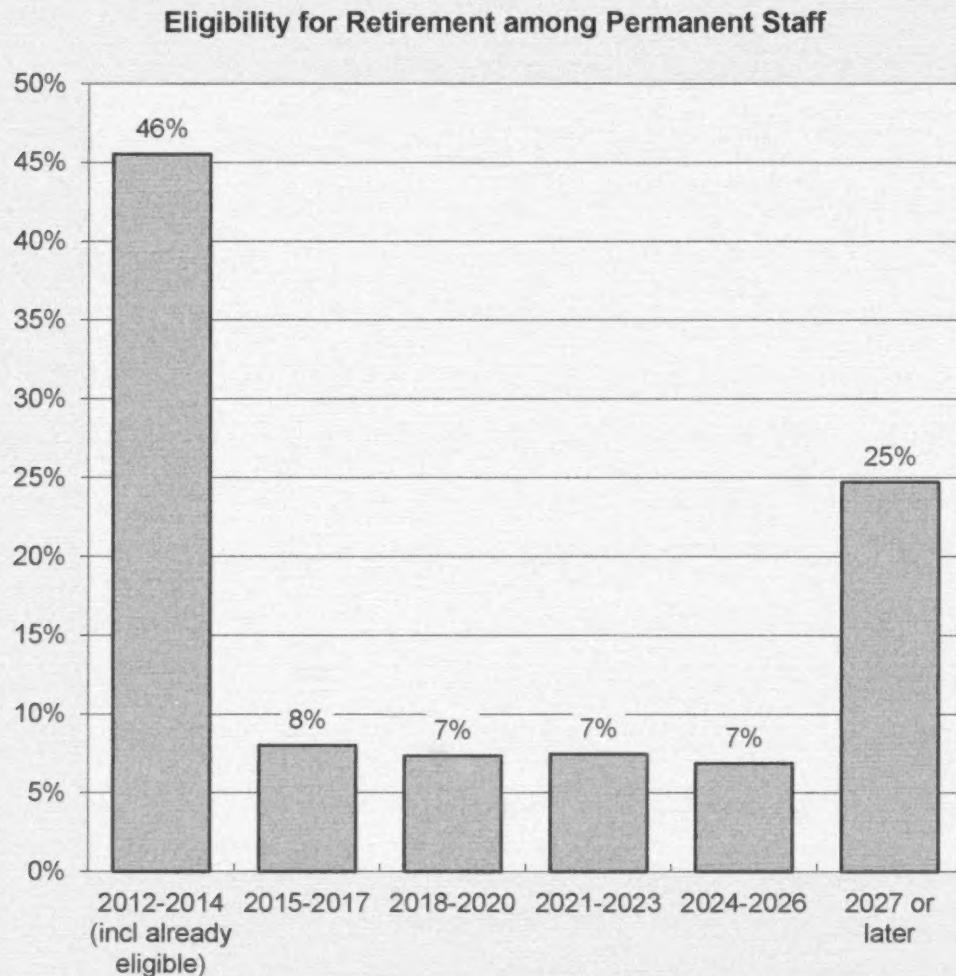
- Average tenure is highest at SaskTel and lowest at SGC, CIC, and SOCO.

## Tenure Comparison with Saskatchewan



- The percentage of persons who have been with their current employer for less than five years is over 50% in Saskatchewan.
- This compares with 29% in the crowns.

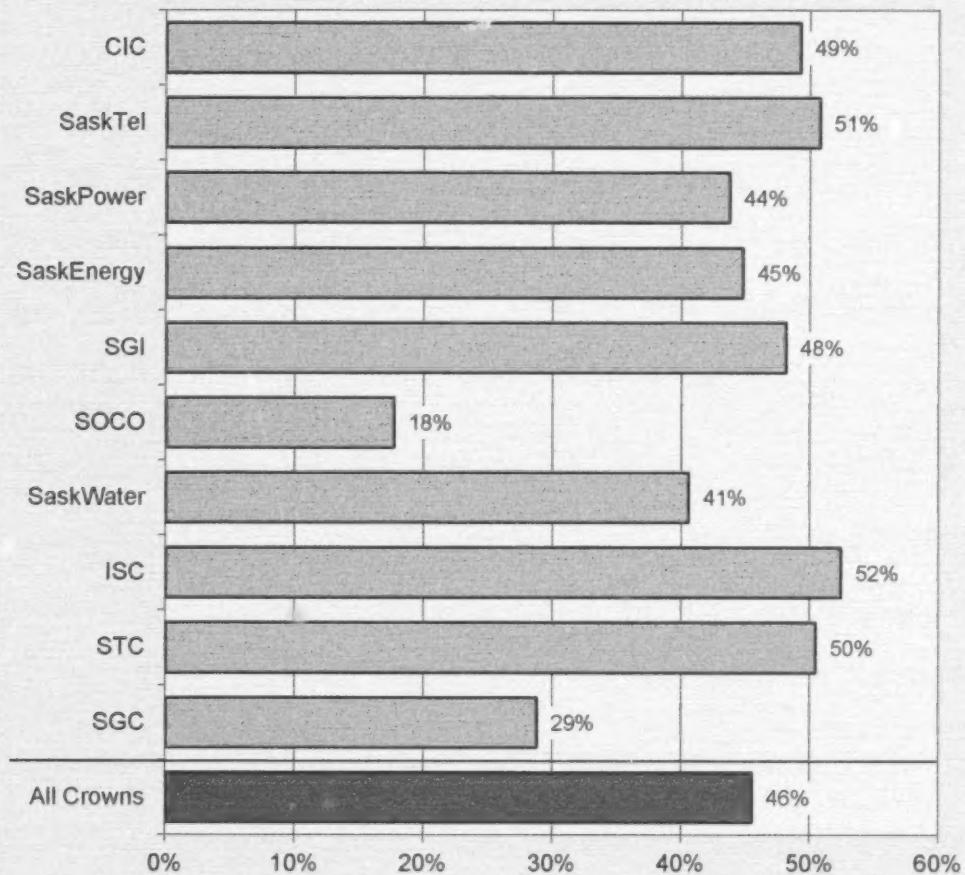
## Eligibility for Retirement



- Retirement eligibility is defined as the earliest year in which the permanent staff member can retire without penalty.
- Most staff can be expected to work beyond this date because in most cases this is just the year they turn fifty. Eligibility will, however, have an effect on the relationship between an employee and their employer.
- As of 2011, almost one half of the permanent staff could retire by 2014.

## Retirement Eligibility by Crown

Percent of Permanent Staff Eligible to Retire by 2014



- The proportion of staff who are already eligible or soon will be eligible to retire is noticeably lower at SOCO and SGC.
- All of the other crowns are equally at risk of a large number of staff choosing to retire in the short term.

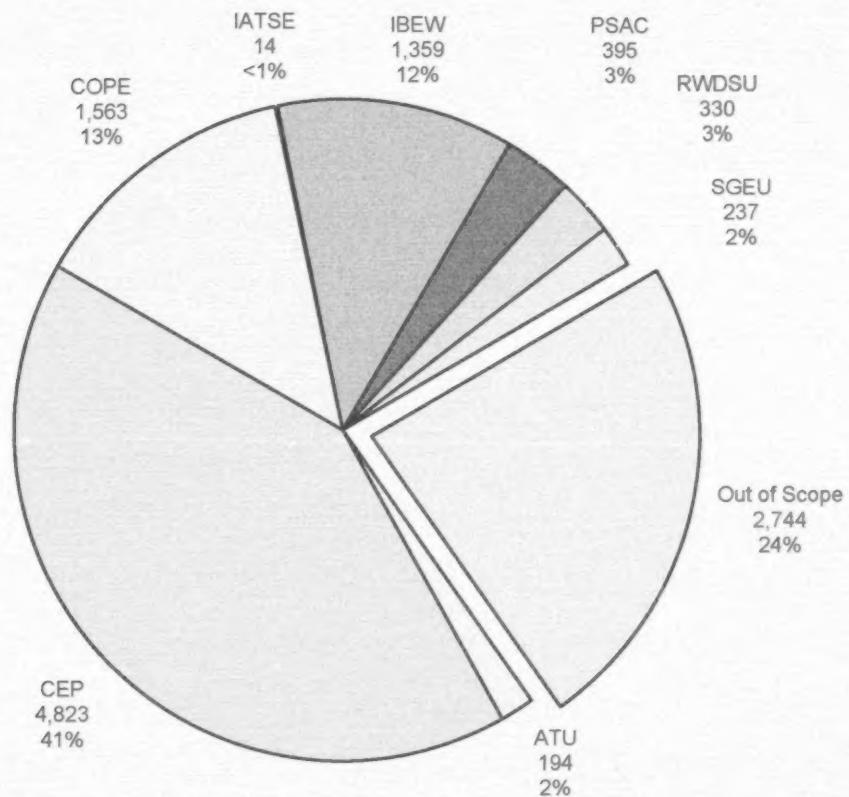
## Characteristics of Positions

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- Scope
- Salary
- Location
- Occupation and Skill Level

## Union Membership

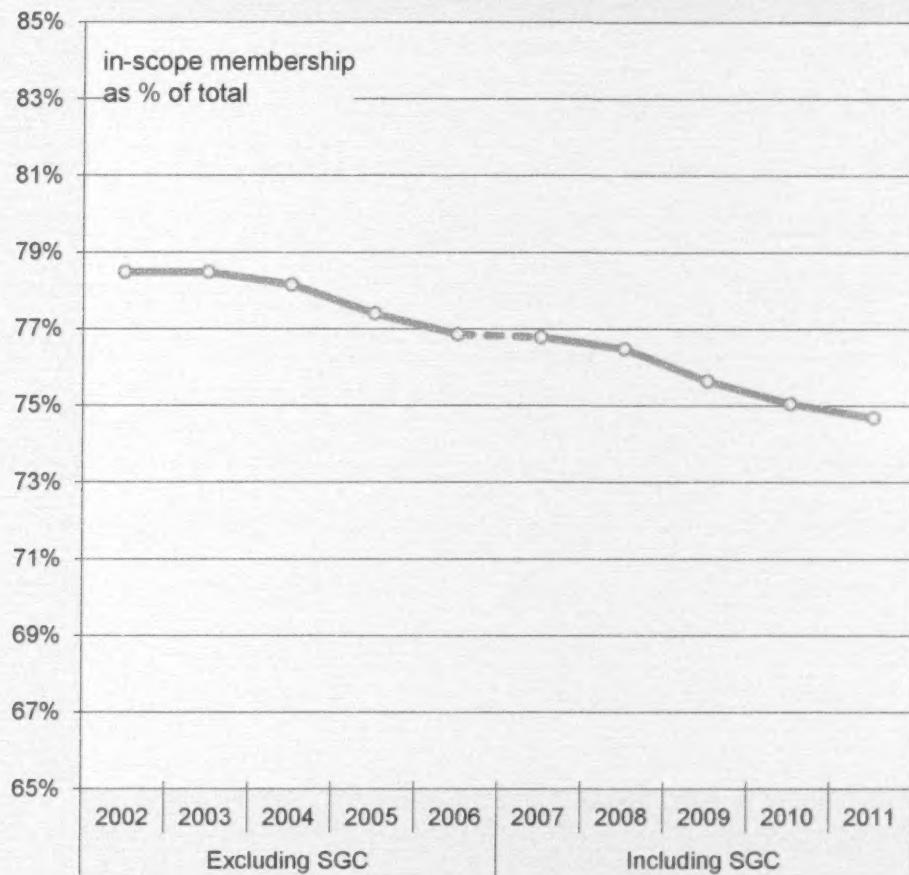
Union Membership Among Permanent and Non-Permanent Employees, 2011



- Although some have very few members, eight different unions are represented among staff in the commercial crowns.
- CEP represents the largest proportion of staff; 41.4% of the permanent and non-permanent crown staff are CEP members.

## Trends in Union Membership

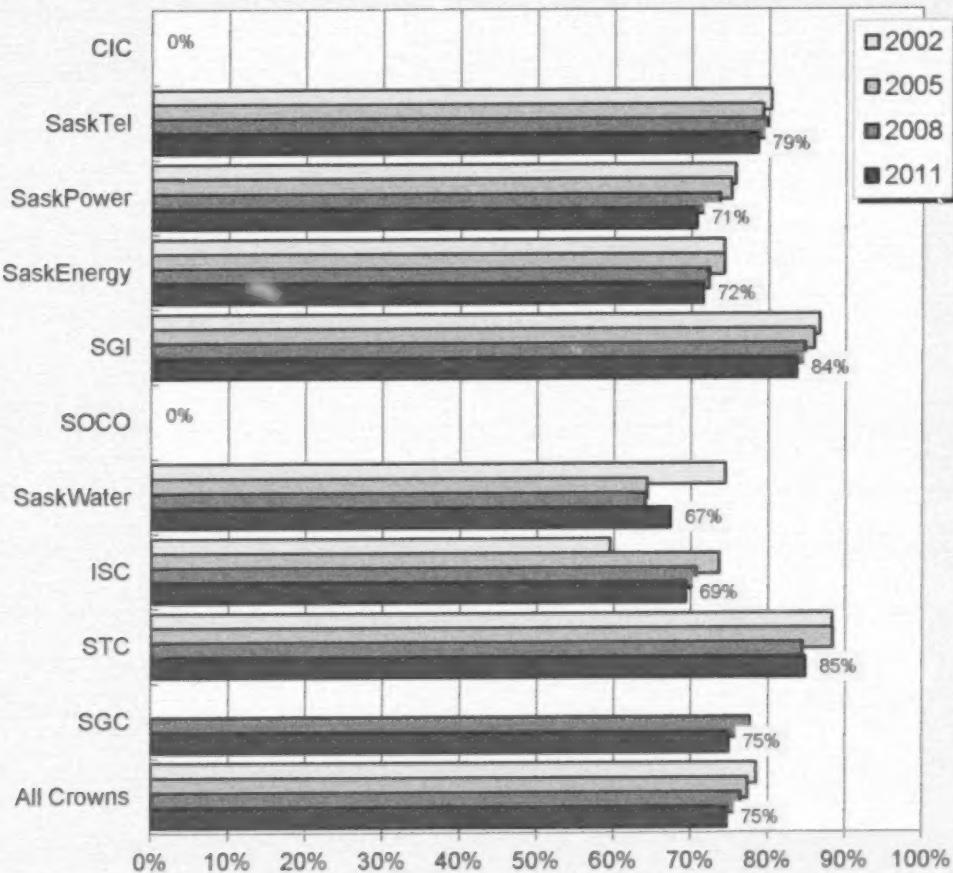
**Trends in Union Membership (Permanent Staff Only)**



- The proportion of crown staff who are in scope has declined slightly in the ten years ending in 2011.
- In 2011, union employees represented 75% of permanent staff compared with 77% in 2007 and 78% in 2002.

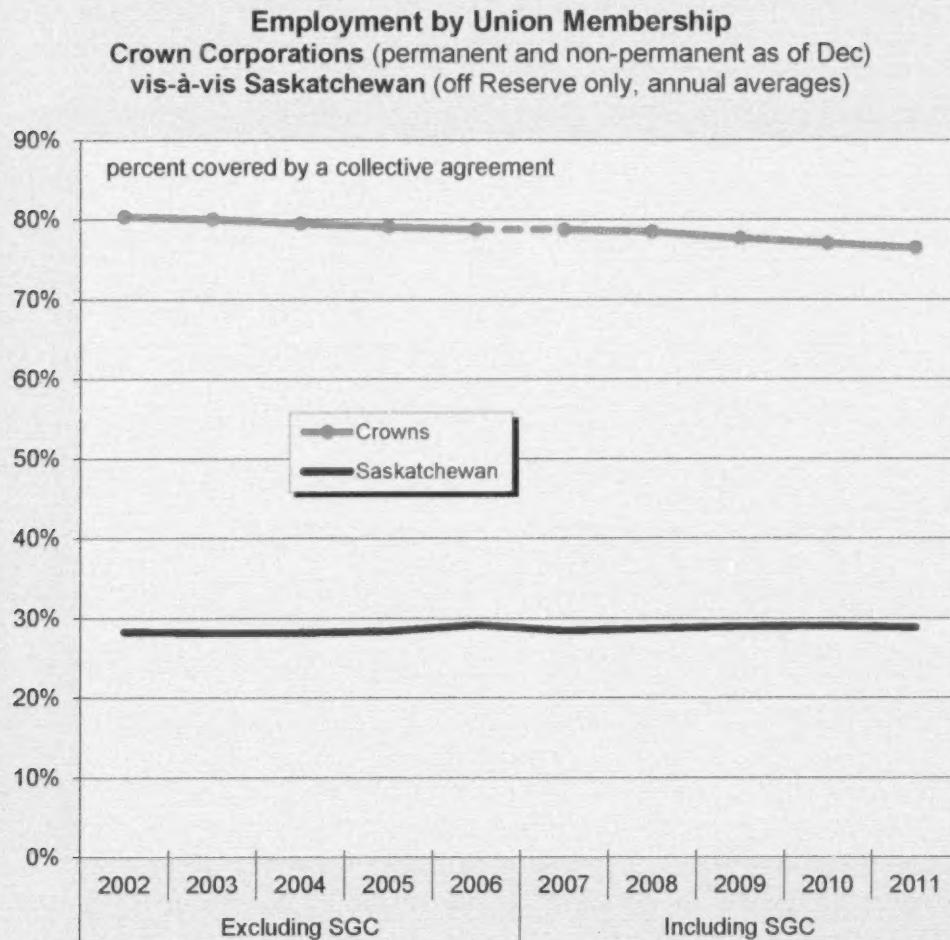
## Union Membership by Crown

Percent of Permanent Staff who are Union Members



- Not counting CIC or SOCO, in-scope staff are the least common at SaskWater and the most common at STC and SGI.
- The downward trend in union membership is evident in all of the larger crowns.

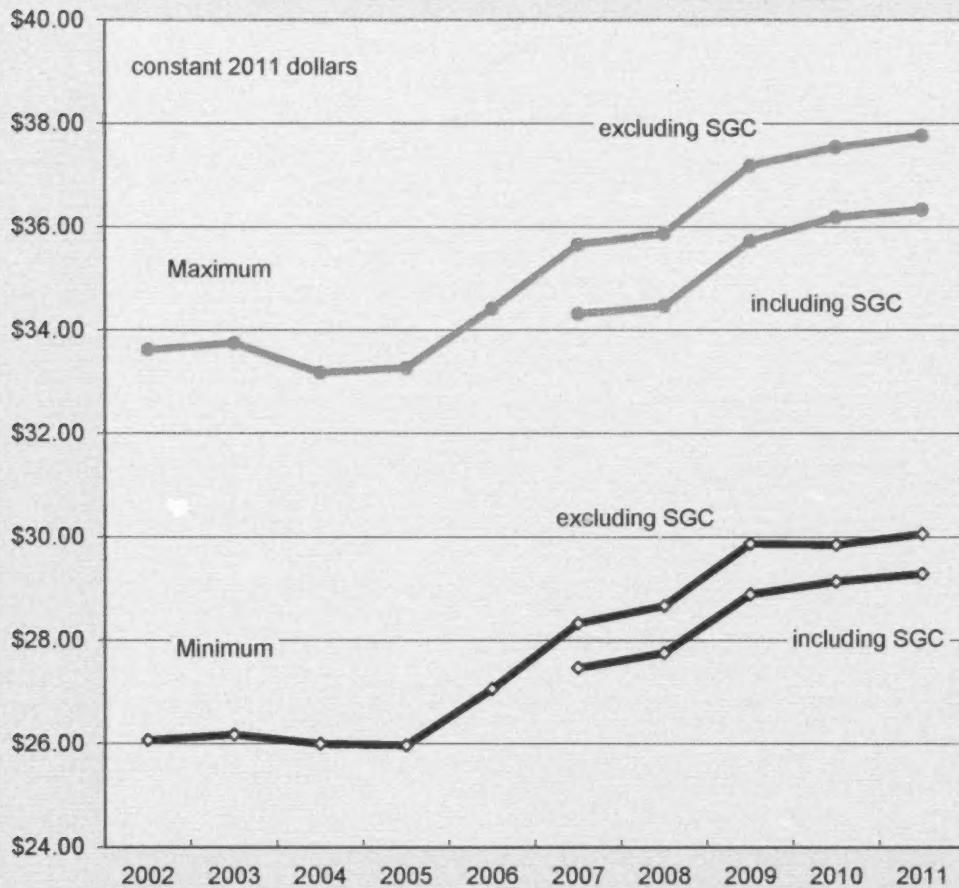
## Comparison with Saskatchewan



- In Saskatchewan as a whole, about 30% of employed persons are covered by a collective agreement. This compares with 76% at the crowns.

## Salary Ranges (adjusted for inflation)

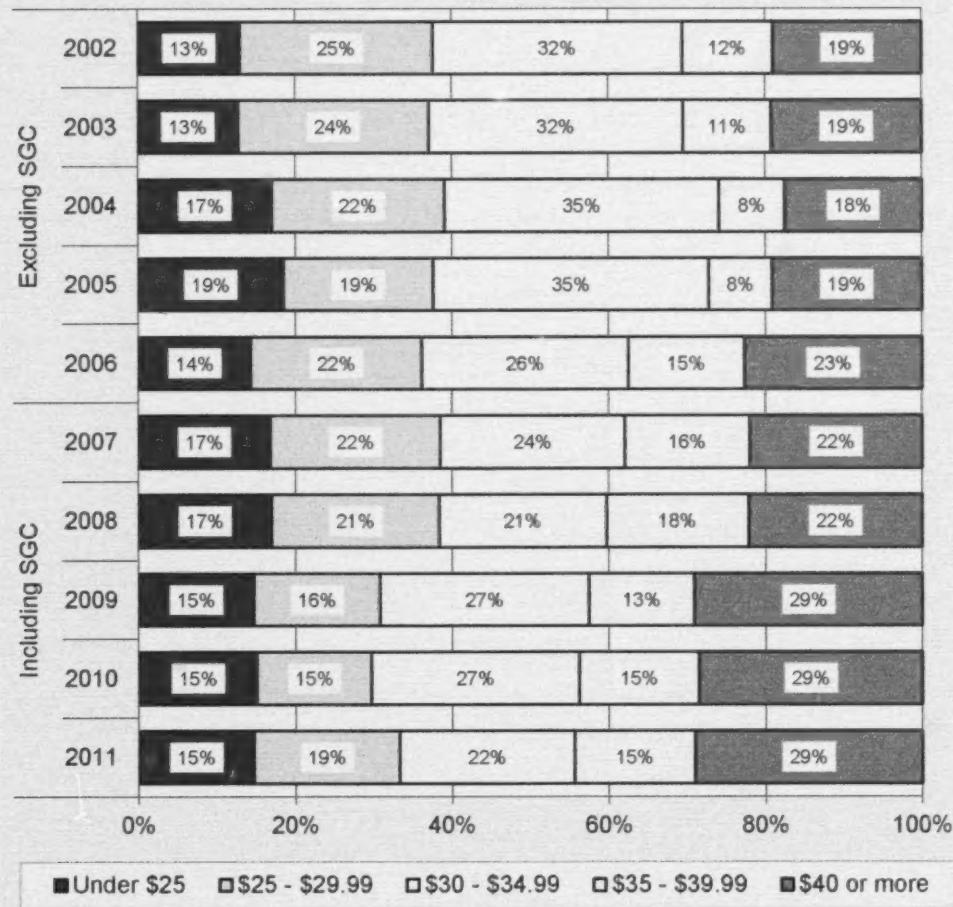
**Wage Rate Ranges, Permanent Staff Only**



- The database includes the range of salaries and wages paid to crown staff but not the actual wage rate.
- Excluding SGC and adjusted for inflation by using constant 2011 dollars, the average top rate was \$37.76 in 2011 compared with \$34.42 in 2006.
- Because of lower average pay rates, the inclusion of SGC has a dampening effect on the average wage rate in the crowns but no apparent effect on the trends.

## Salary Ranges (constant 2011 dollars, permanent staff only)

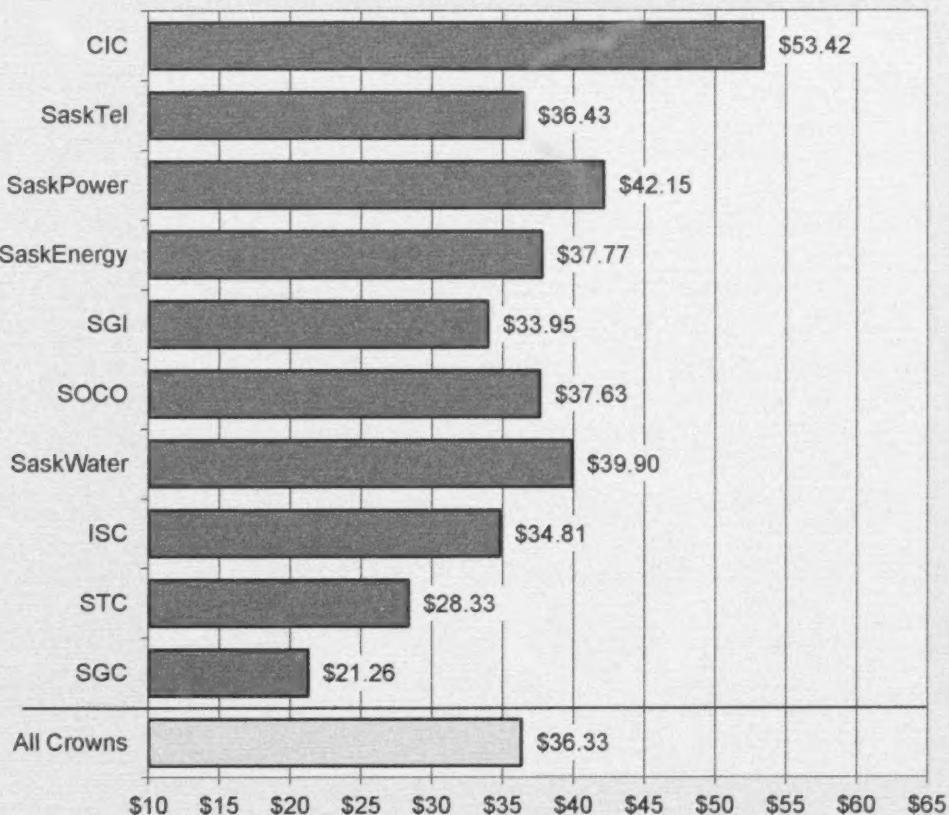
Top Rate of Pay Range, Constant 2011 Dollars



- The increase in the top rate over the past three years is because of a significant increase in the proportion of permanent staff with rates above \$40/hour. As a percentage of the total this group has increased from 22% of staff in 2007 to 29% in 2011.
- At the other end of the scale, 34% have a top rate of less than \$30.00 (including SGC), down from 39% in 2007.

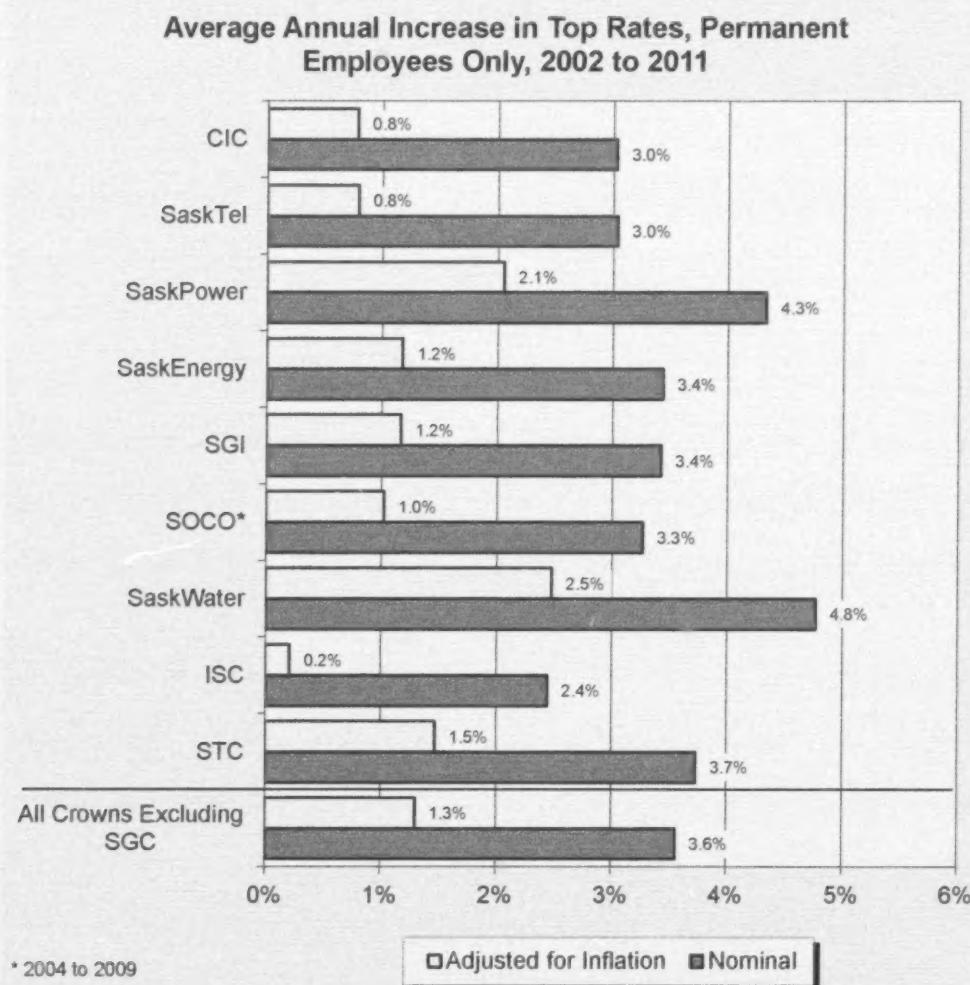
## Salary Ranges by Crown

Average of Top Rates, Permanent Employees Only, 2011



- As of 2011, the top rate was highest at CIC (\$53.42) and lowest at SGC (\$21.26).

## Growth in Salary Ranges by Crown, Permanent Employees Only



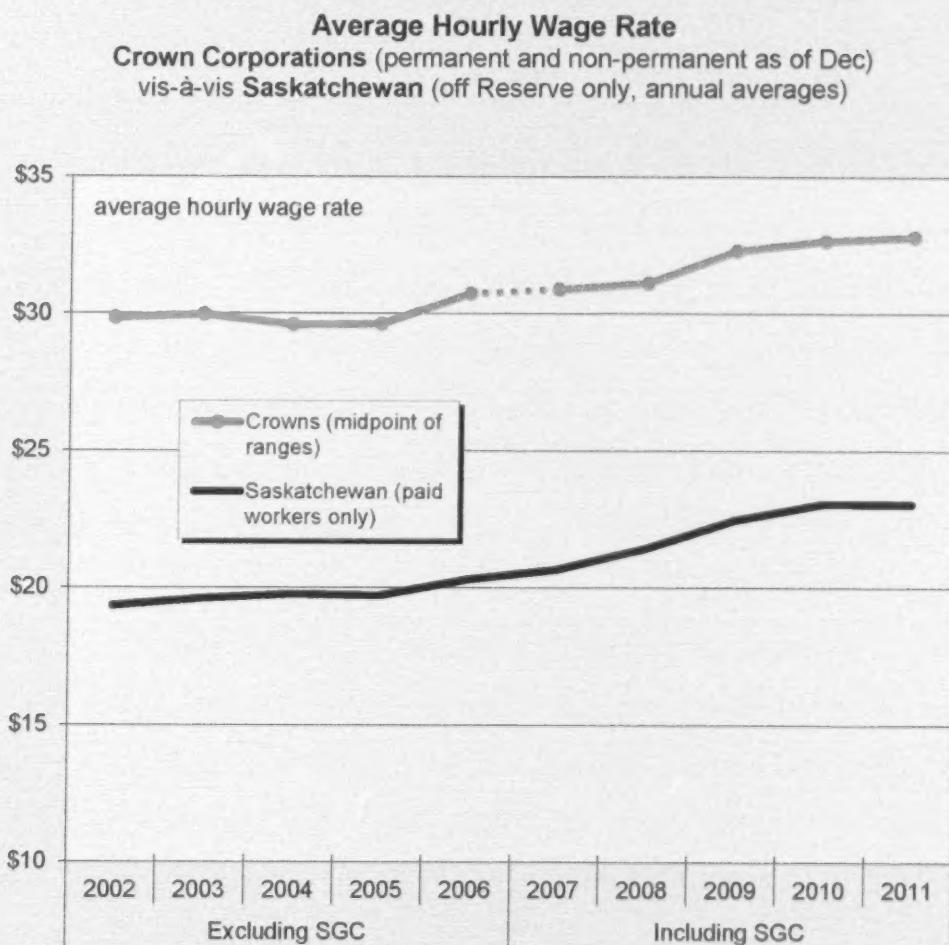
- In the nine years from 2002 to 2011, and adjusted for inflation, the increase in the top rate has been above average at:

- SaskWater (2.5%); and
- SaskPower (2.1%).

The increases have been lower at:

- ISC (0.2% per year);
- SaskTel (0.8%); and
- CIC (0.8%).

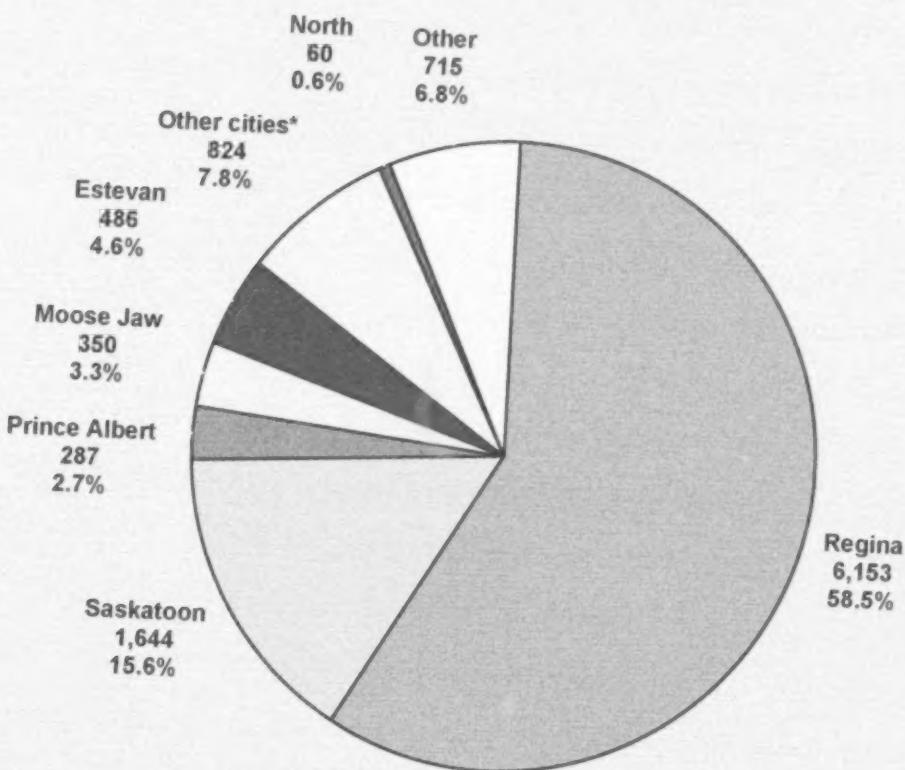
## Comparison with Saskatchewan



- The provincial average hourly wage rate (among all paid workers including seasonal and temporary workers in 2011 dollars) was \$23.05 in 2011.
- Using the midpoint of the salary range as an indicator of average crown salaries, the average crown employee has a rate that is 42% higher than in the province as a whole.
- On average, the increase from 2007 to 2011 has been 1.5% per year in the crowns. This compares with 2.8% in the province as a whole so the gap between the Crowns and other paid workers is narrowing.

## Workplace Location

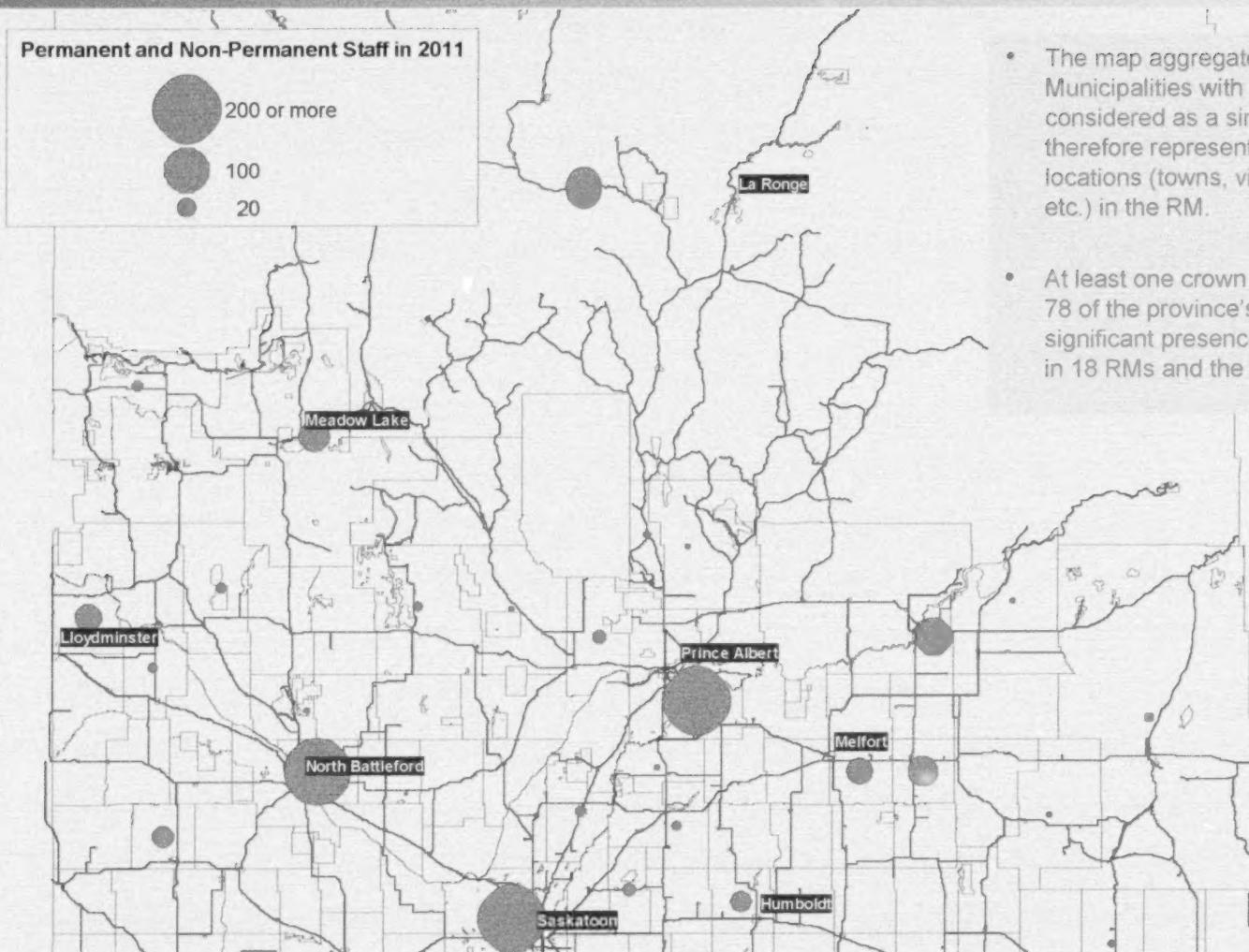
**Employment of Permanent Staff by Location, 2011**



- Almost 60% of permanent staff work in Regina and nearly eight out of ten work in one of the four largest cities in the province.
- Another 13% work in larger communities such as Estevan, Yorkton, and Swift Current. The remaining 7% of permanent staff work in the North or in a small southern community.

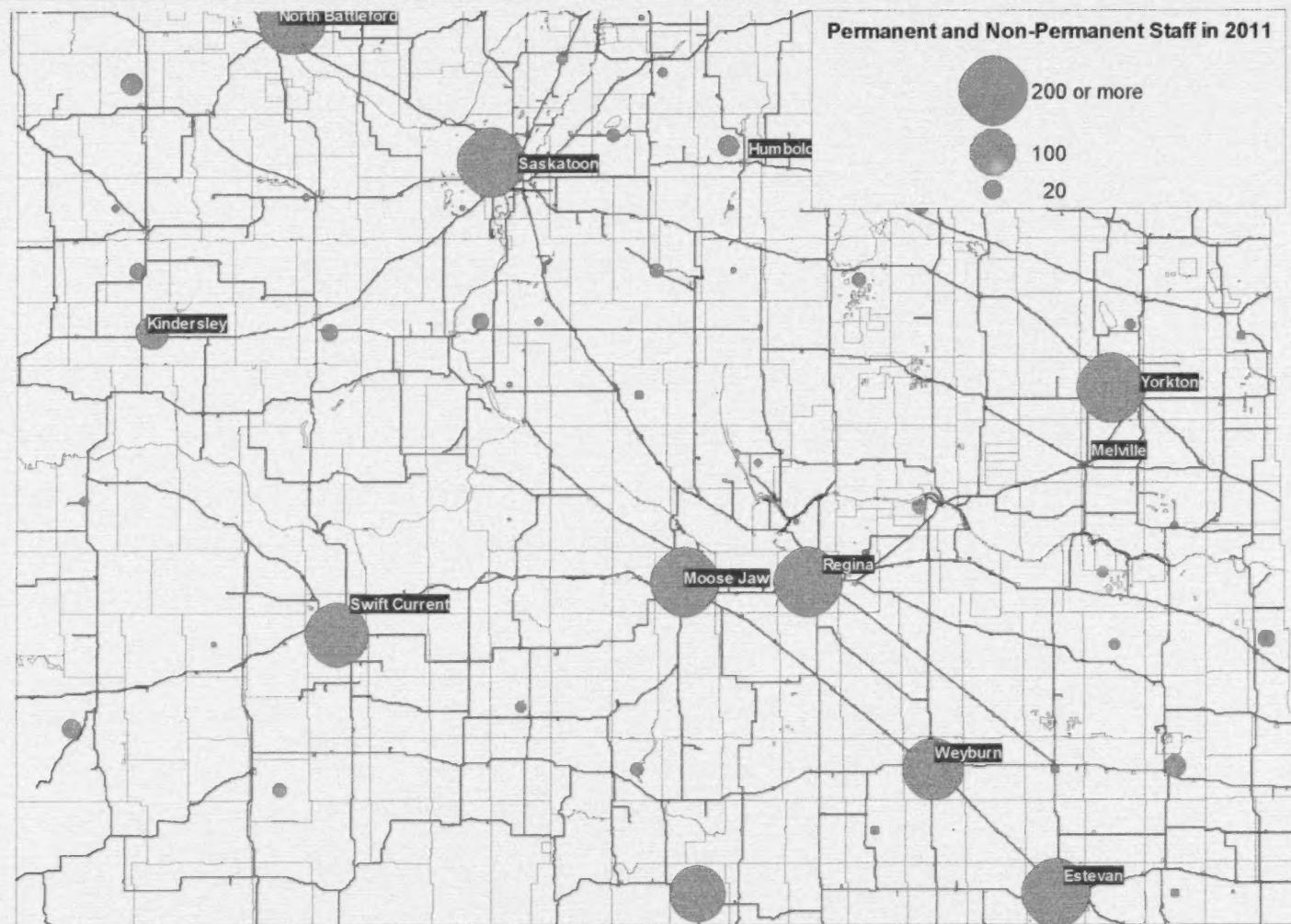
\* Yorkton, Melville, Swift Current, Meadow Lake, Melfort, North Battleford, Weyburn, Lloydminster, Humboldt

## Workplace Location - North



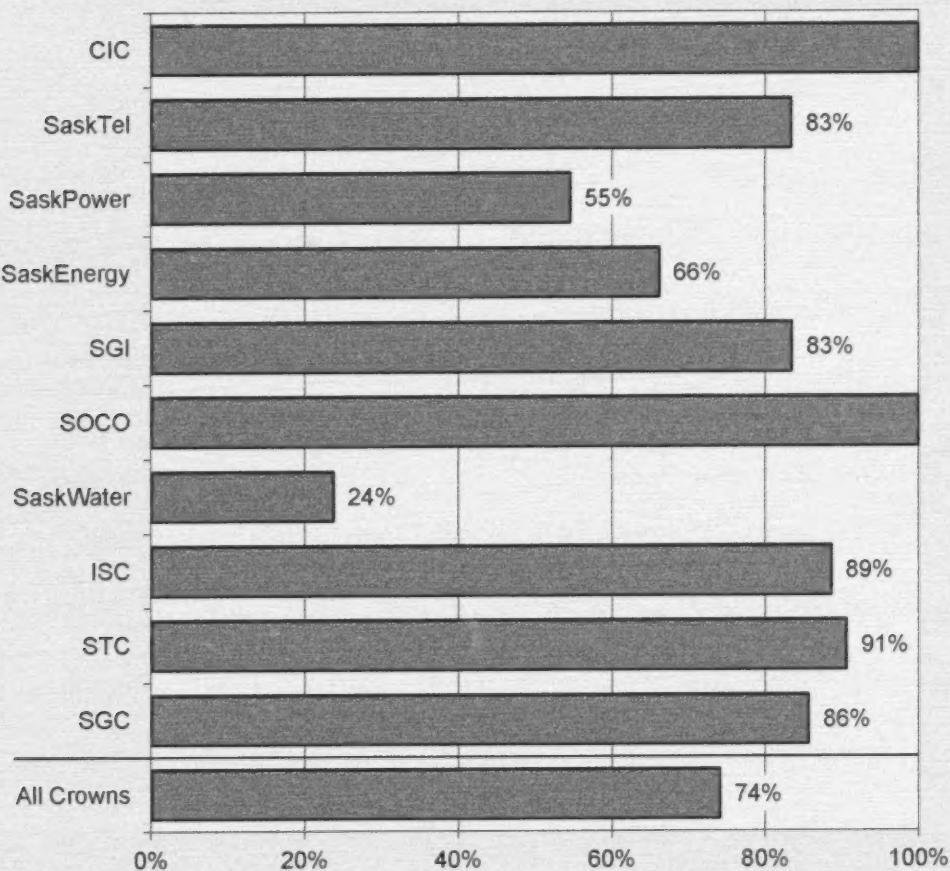
- The map aggregates data into Rural Municipalities with the far North considered as a single "RM". The point therefore represents all of the locations (towns, villages, Reserves, etc.) in the RM.
- At least one crown employee works in 78 of the province's RM's. They are a significant presence (25 or more staff) in 18 RM's and the Far North.

## Workplace Location - South



## Workplace Location by Crown

**Percentage where the Place of Work is Regina or Saskatoon, Permanent Employees Only, 2011**



- CIC and SOCO employees work exclusively in Regina and Saskatoon. Most of the other crowns have at least 80% of their permanent staff in either city. The exceptions are SaskPower, SaskEnergy and SaskWater.
- SaskWater and SaskPower have the largest proportion of staff outside the two major centres – the former because of the head office in Moose Jaw and the latter because of the large number of employees in Estevan and Coronach.

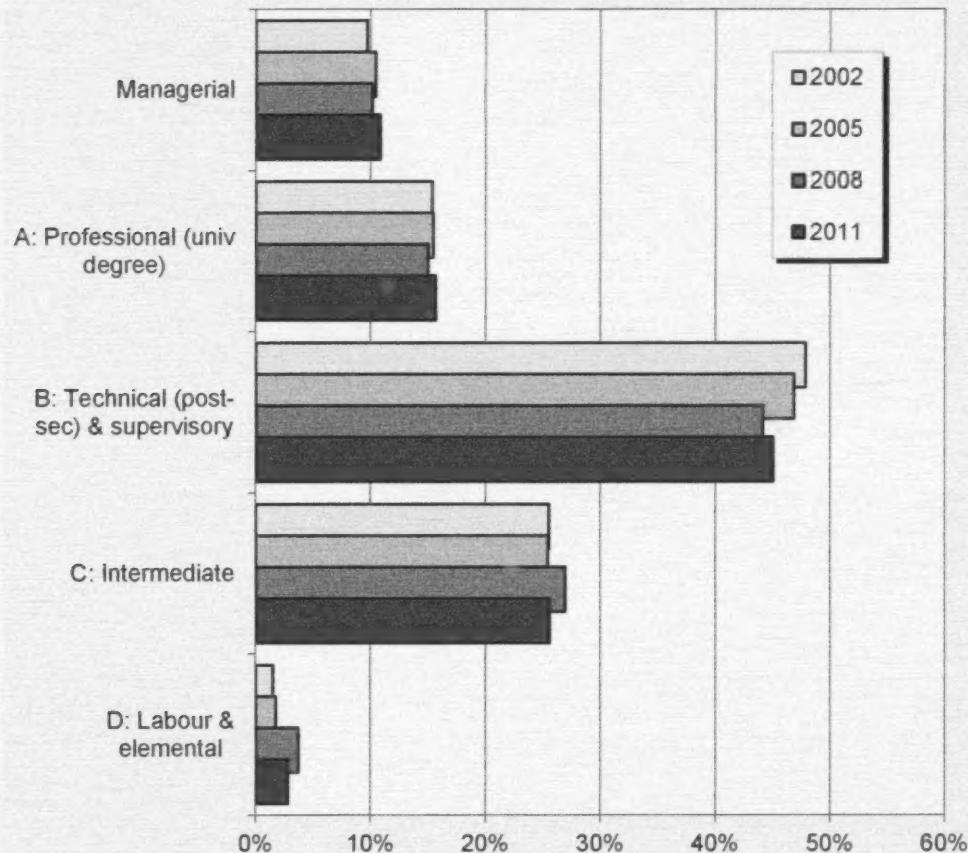
# Sample Occupations by NOC Skill Level

		Number
Managerial	111 Financial managers	90
	112 Human resources managers	55
	131 Telecommunications carriers managers	73
	211 Engineering managers	57
	213 Information systems & data processing managers	88
	611 Sales, marketing, & advertising managers	239
	711 Construction managers	26
A: Professional (univ degree)	1111 Financial auditors & accountants	135
	2131 Civil engineers	53
	2132 Mechanical engineers	26
	2133 Electrical & electronics engineers	187
	2171 Information systems analysts and consultants	479
	4112 Lawyers & Quebec notaries	35
	4161 Natural & applied science policy researchers, program officers	26
	5121 Writers	9
	5124 Professional occ in public relations & communications	72
B: Technical (post-sec) & supervisory	1211 Supervisors, general office, & administrative support clerks	39
	1233 Insurance adjusters & claims examiners	346
	2241 Electrical & electronics engineering technologists & technicians	408
	2254 Survey technologists & technicians	16
	2255 Mapping & related technologists & technicians	13
	2283 System testing technicians	13
	5241 Graphic designers & illustrating artists	5
	6212 Food service supervisors	24
	6241 Chefs	7
	7253 Gas fitters	203
	7265 Welders and related machine operators	37
	9212 Supervisors, petroleum, gas, & chemical processing & utilities	119
C: Intermediate	1411 General office clerks	424
	1432 Payroll clerks	13
	6443 Casino occupations	322
	6452 Bartenders	29
	6453 Food & beverage servers	90
	6463 By-law enforcement & other regulatory officers, NEC	14
	7421 Heavy equipment operators (except crane)	39
	7441 Residential & commercial installers & servicers	8
	7445 Other repairers & servicers	9
	7452 Material handlers	92
4 D: Labour & elemental	6611 Cashiers	54
	6641 Food counter attendants & kitchen helpers	42
	6651 Security guards & related occ	23
	6663 Janitors, caretakers, & building superintendents	46
	8612 Landscaping & grounds maintenance labourers	4
	9613 Labourers in chemical products processing & utilities	5

- Each of the permanent positions in the crowns has been assigned an NOC (National Occupational Classification) code for purposes of analysis and for comparisons across crowns.
- Most of the NOC coding is done by the crowns but some was done as part of the bubble research.
- The NOC coding enables a classification of occupations into four skill levels plus management. This table shows some sample occupations in the crowns by NOC skill level.

## Occupation and Skill Level

Percent of Permanent Staff by NOC Skill Level

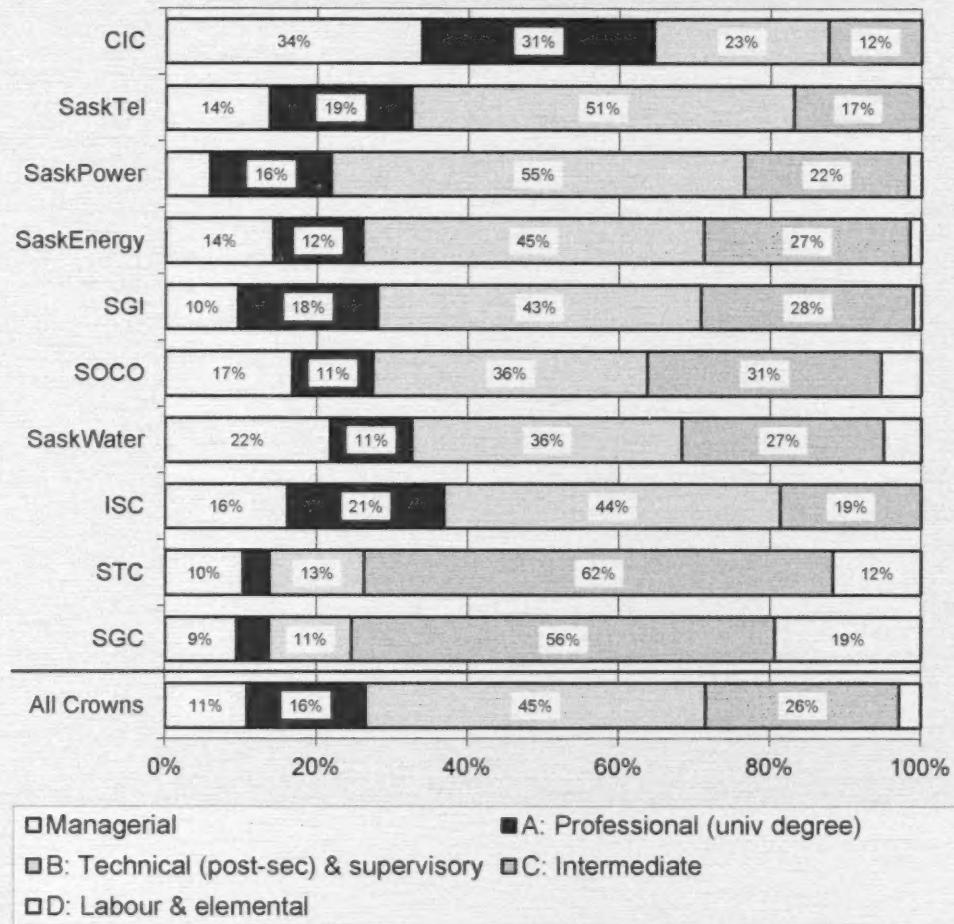


Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

- Almost three quarters (72%) of crown positions require a post-secondary education. There has been little change in the mix of skill levels over the course of the past ten years.
- The incorporation of SGC has added about 250 lower-skilled positions to the permanent staff in the crowns.

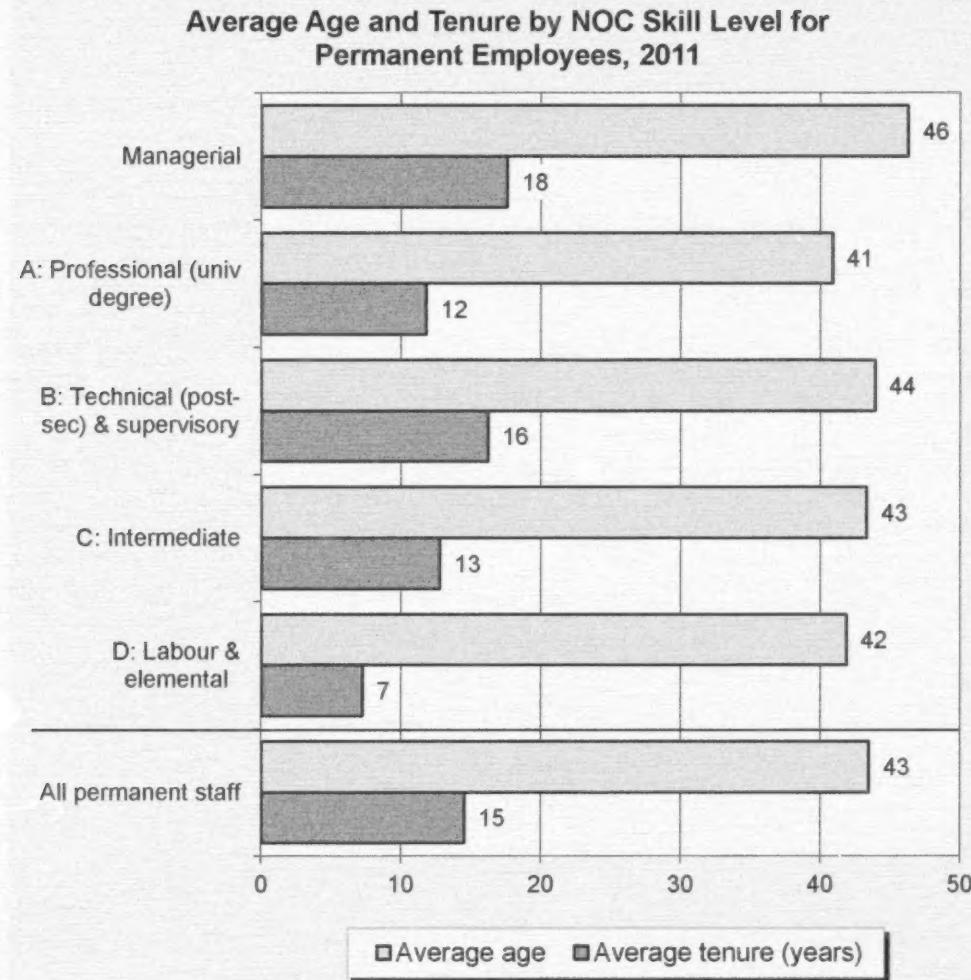
## Skill Level by Crown

NOC Skill Level for Permanent Employees, 2011



- The crowns with the highest proportion of positions that require a post-secondary education (including managers) are:
  - CIC (88%);
  - SaskTel (83%); and
  - ISC (81%).
- Skill level B positions (those that typically require a non-university post-secondary education) are the most common at SaskPower (55%) and SaskTel (51%).
- STC and SGC are the only crown with a significant number of positions (12% and 19% respectively) that normally require less than grade 12.

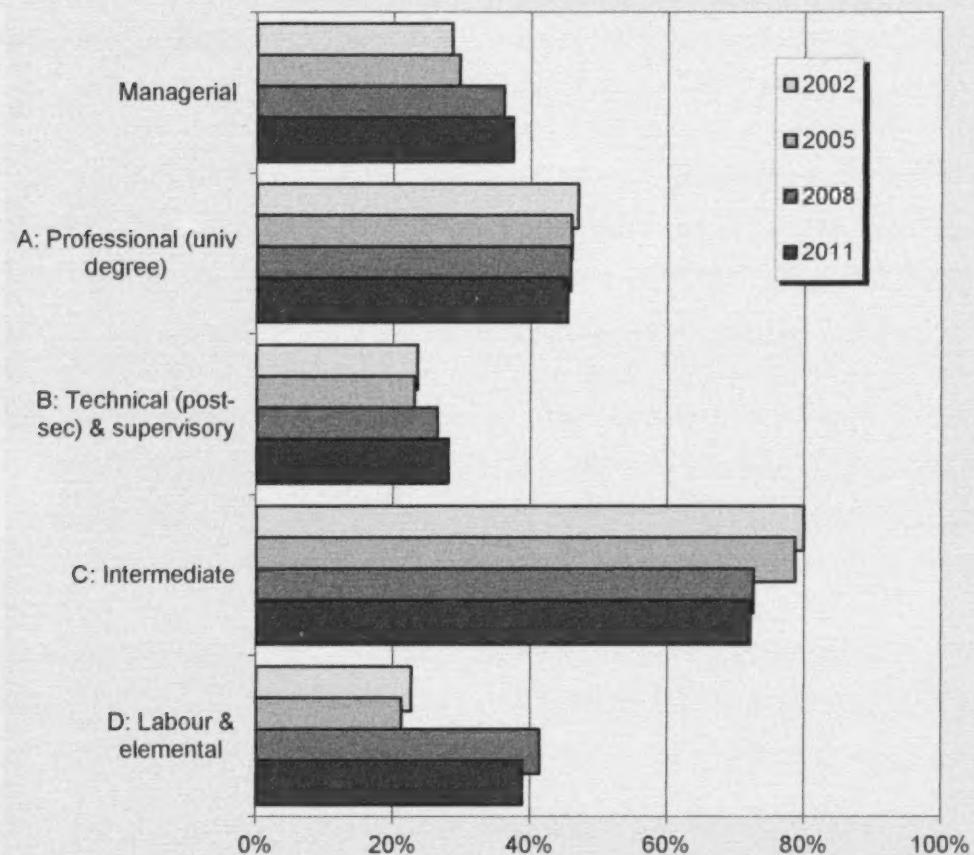
## Age and Tenure by Skill Level



- The highest average ages and the longest tenures are among those employees in positions classified as managerial or technical.
- These positions are more likely to see a large number of retirements in the short term because of the demographic characteristics of those in them.

## Skill Level by Sex

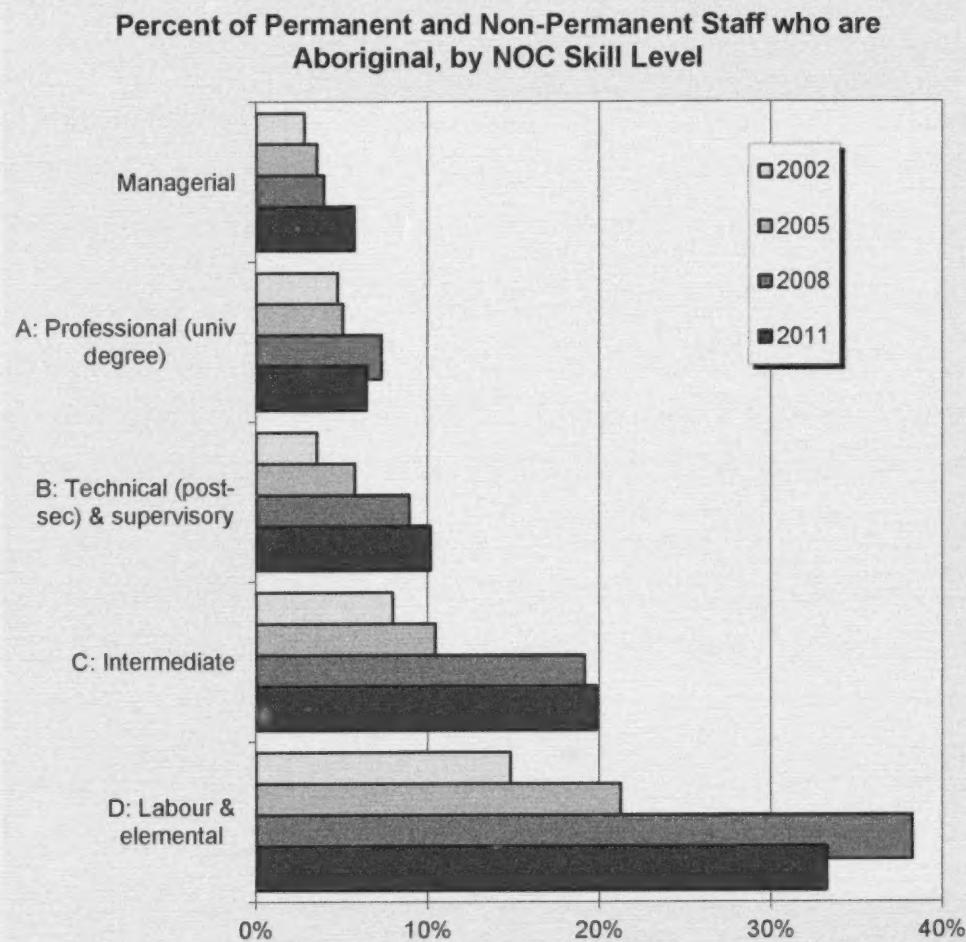
Percent of Permanent and Non-Permanent Staff who are Women, by NOC Skill Level



- Women are over-represented in occupations classified as intermediate, account for near one half in professional occupations requiring a university degree, and under-represented in management and other skill-level occupations.
- The proportion of women in positions with a management or technical skill level has increased somewhat in the ten years ending in 2011.
- The addition of SGC has significantly increased the proportion of women in low-skill occupations.

Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

## Skill Level by Aboriginal Identity

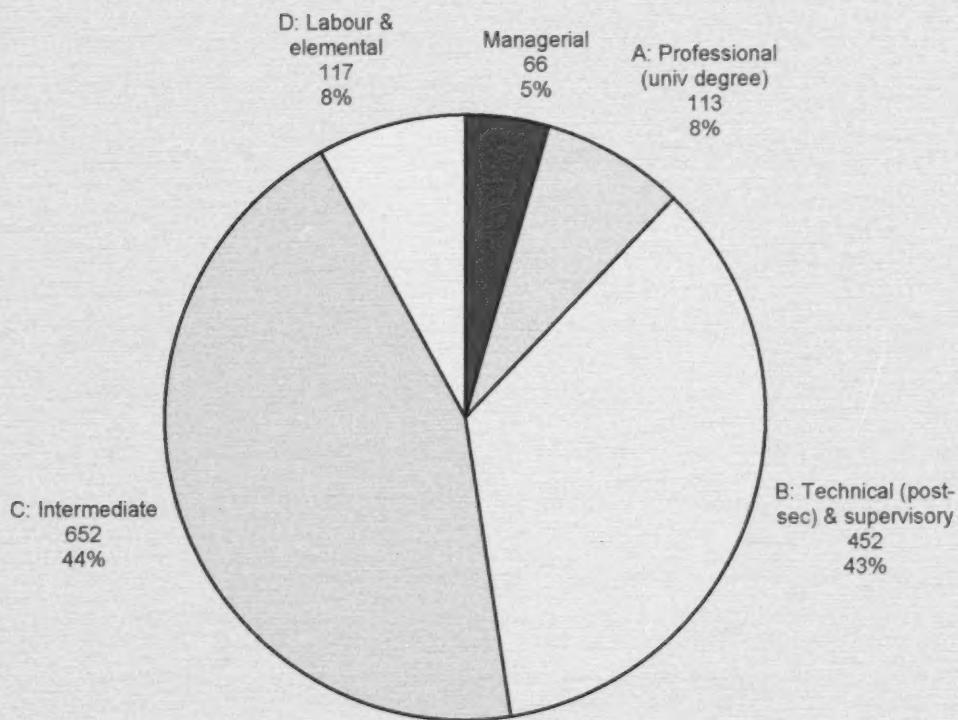


Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

- Relative to the average, Aboriginal employees are over-represented in occupations that are classified in skill levels C and D. This is especially the case when SGC is incorporated into the data.
- The proportion of employees who are Aboriginal has increased from 2002 to 2011 in each of the skill levels with the sharpest increase in the skill level B and C groups.
- The inclusion of SGC in the statistics increases the proportion of Aboriginal people in each of the skill levels.

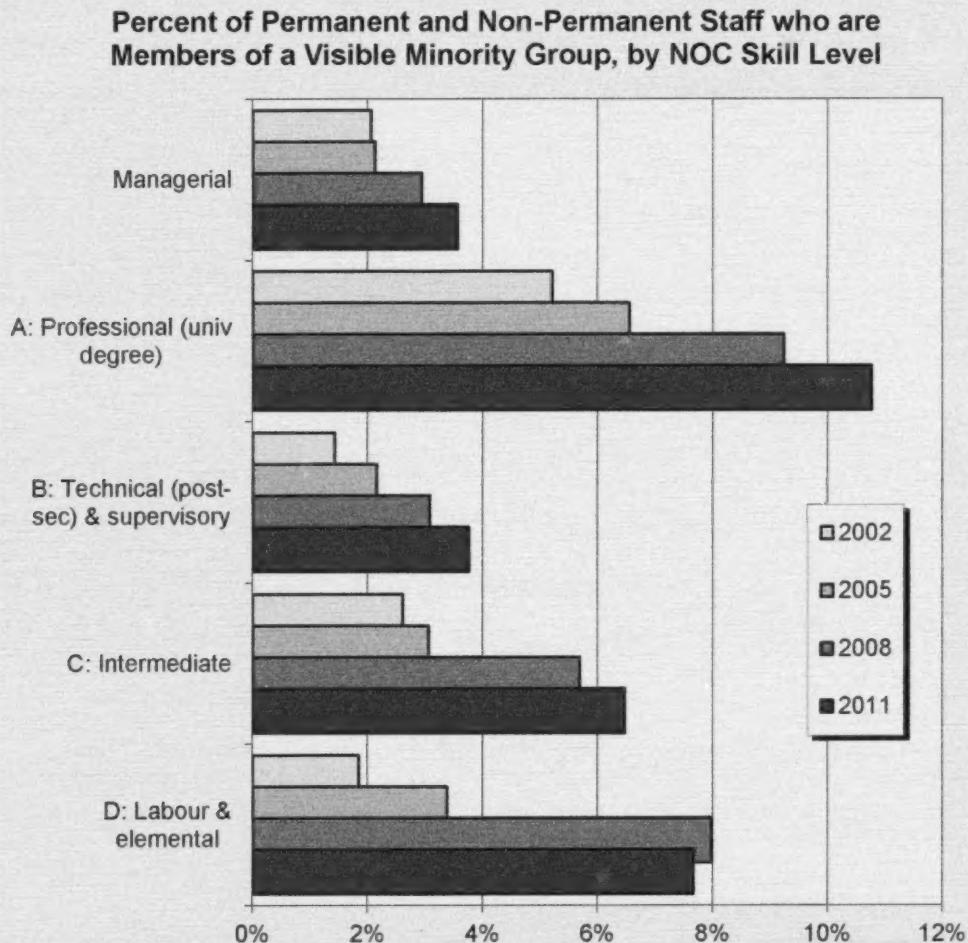
## Skill Level by Aboriginal Identity

**Skill Levels for Permanent and Non-Permanent Aboriginal Staff in the Crowns, Including SGC, 2011**



- This is another view of the skill levels for Aboriginal employees in 2011.
- About four out of five permanent and non-permanent Aboriginal employees are in either skill level B or skill level C.
- Relatively few are in Managerial and skill level A positions. There are also relatively few in skill level D positions because those low-skill occupations are, except for SGC, rare in the crowns.

## Skill Level by Membership in a Visible Minority Group

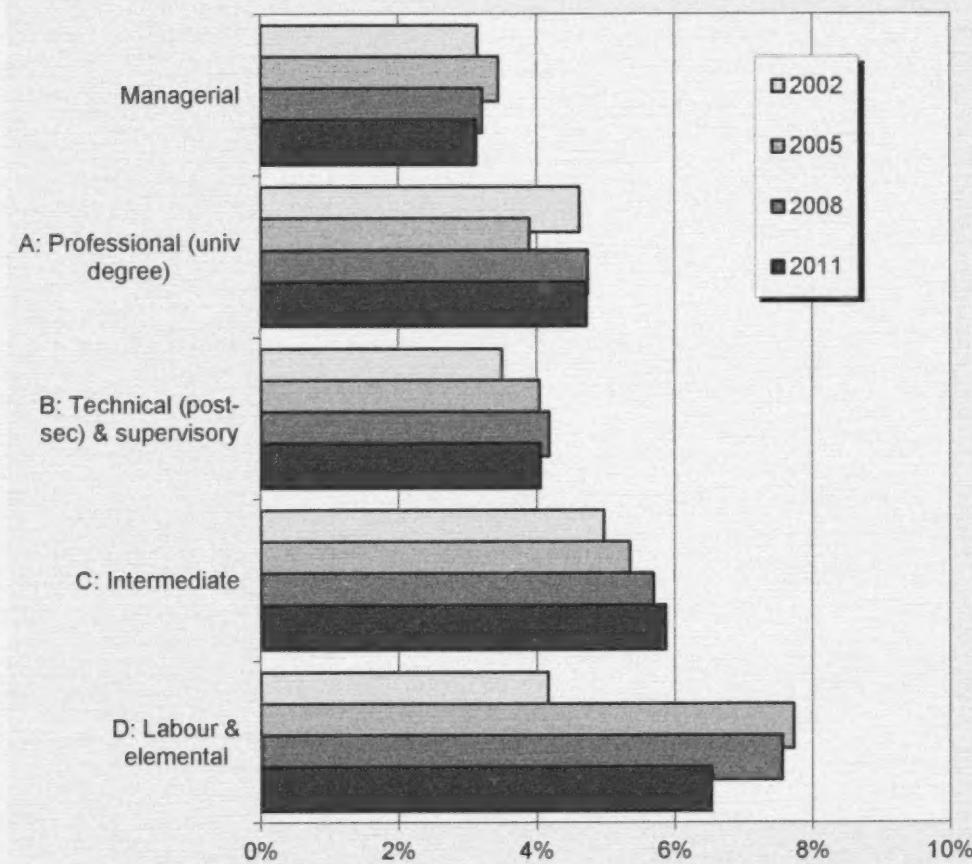


- Since 2002, there have been increases in the number of people who are members of a visible minority group in each of the skill level groups.
- Relative to the average, members of a visible minority group are over-represented in professional occupations.
- The proportion of managers who are members of a visible minority group has increased only slightly since 2002.

Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

## Persons Reporting a Disability, by Skill Level

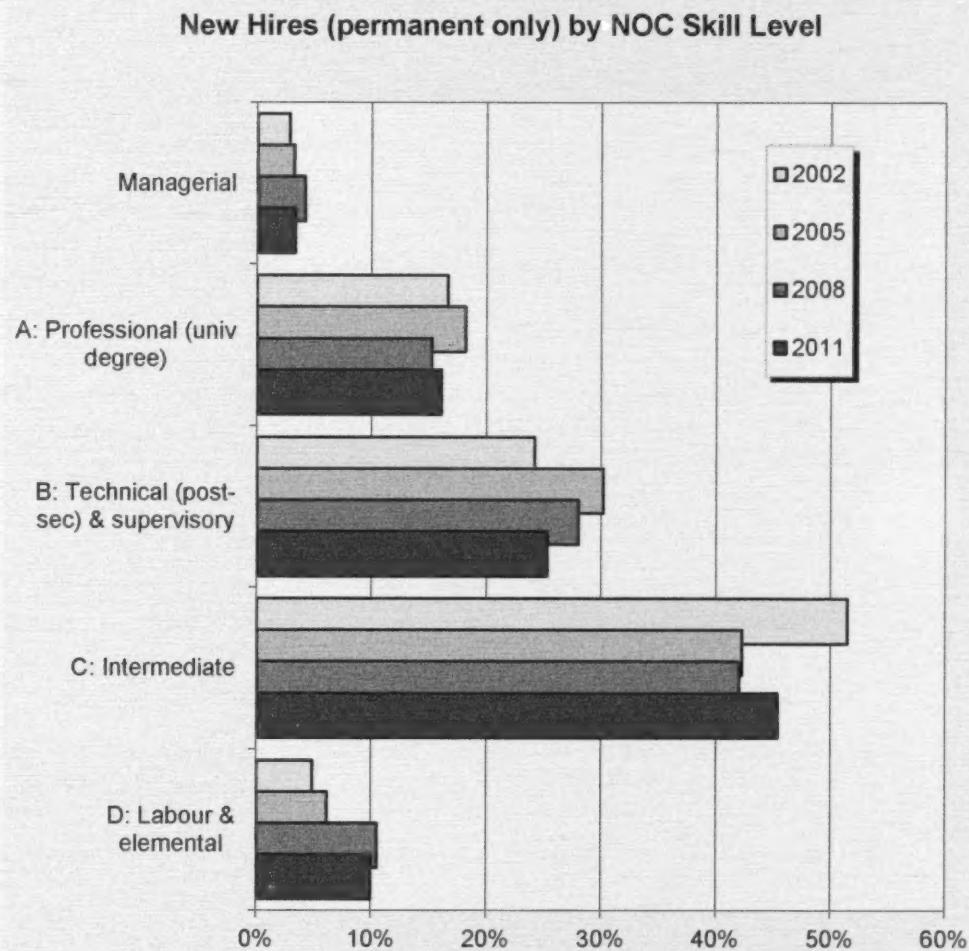
Percent of Permanent and Non-Permanent Staff who Report a Disability, by NOC Skill Level



Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

- With the exception of those in skill levels C and D, the proportion of staff in each of the skill levels who report a disability has been relatively stable over the past ten years.

## New Hires by Skill Level



Note: SGC became a crown in 2007 so it is included in the 2008 and 2011 figures but not the 2002 or 2005 ones.

- Including managers, almost one half (45%) of new hires are into positions requiring a post-secondary education. The proportion would be even higher if SGC was excluded.

*Note: The number of new hires is measured as those who were first hired in the crown during the twelve months prior to December 31st and who were still working at the end of the year. This does not include internal promotions.*

## Departures and Turnover

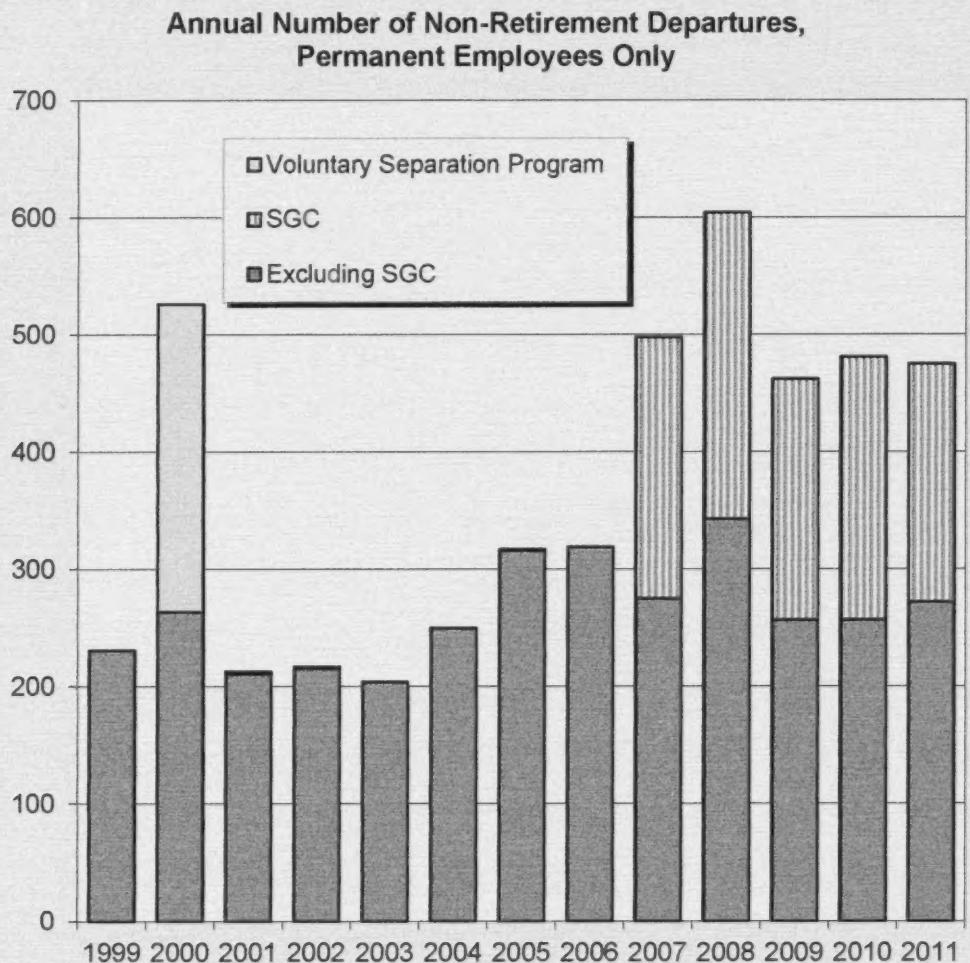
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## Number of Departures by Reason

	Year of departure									
	Including SGC									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
To take other employment	62	33	48	79	96	57	89	36	74	77
Resignation	64	66	79	72	131	257	339	273	273	244
Dismissal/layoff	31	42	33	45	41	82	97	99	81	96
Personal Reasons	14	5	13	34	10	17	31	11	11	13
Moved	16	13	22	16	12	7	11	7	3	5
Death	11	16	15	11	11	13	14	19	16	17
Voluntary Separation Program	1	0	0	1	0	0	0	0	0	0
<u>Other/Unknown</u>	<u>18</u>	<u>29</u>	<u>40</u>	<u>59</u>	<u>18</u>	<u>65</u>	<u>23</u>	<u>17</u>	<u>23</u>	<u>23</u>
Non-retirement subtotal	217	204	250	317	319	498	604	462	481	475
Retirement	131	87	90	113	149	185	165	172	249	275
<u>Early Retirement Plan</u>	<u>83</u>	<u>4</u>	<u>61</u>	<u>142</u>	<u>184</u>	<u>171</u>	<u>129</u>	<u>94</u>	<u>0</u>	<u>0</u>
Retirement subtotal	214	91	151	255	333	356	294	266	249	275
<b>Grand total</b>	<b>431</b>	<b>295</b>	<b>401</b>	<b>572</b>	<b>652</b>	<b>854</b>	<b>898</b>	<b>728</b>	<b>730</b>	<b>750</b>

- Only departures from permanent positions are captured in the database. Those who did not complete their probationary period, for example, are not included as either hires or departures. Transfers are not included but moves from one crown to another will register as a departure from one crown and a new hire at the destination. The data cover the eleven years from 1999 to 2011. (In 2003, four additional years of retroactive data was obtained for the database.)
- There is no specific reason given for the majority of non-retirement departures; many of the reasons given are simply "resignation" or "job abandonment".

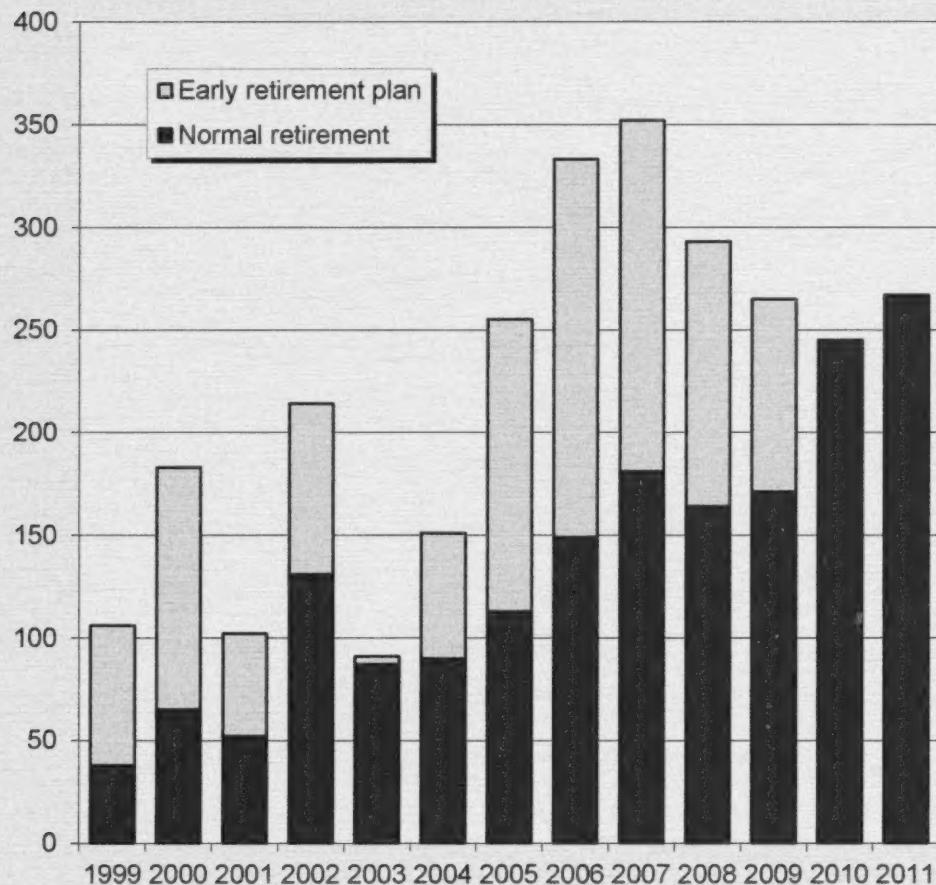
## Non-Retirement Departure Trends



- Excluding SGC, the number of non-retirement departures has averaged 280 per year over the past five years. Including SGC, the average is 504 per year.
- The high level of departures in 2008 is thought to be the result of strong demand for skilled workers in the western provinces.

## Retirement Departure Trends

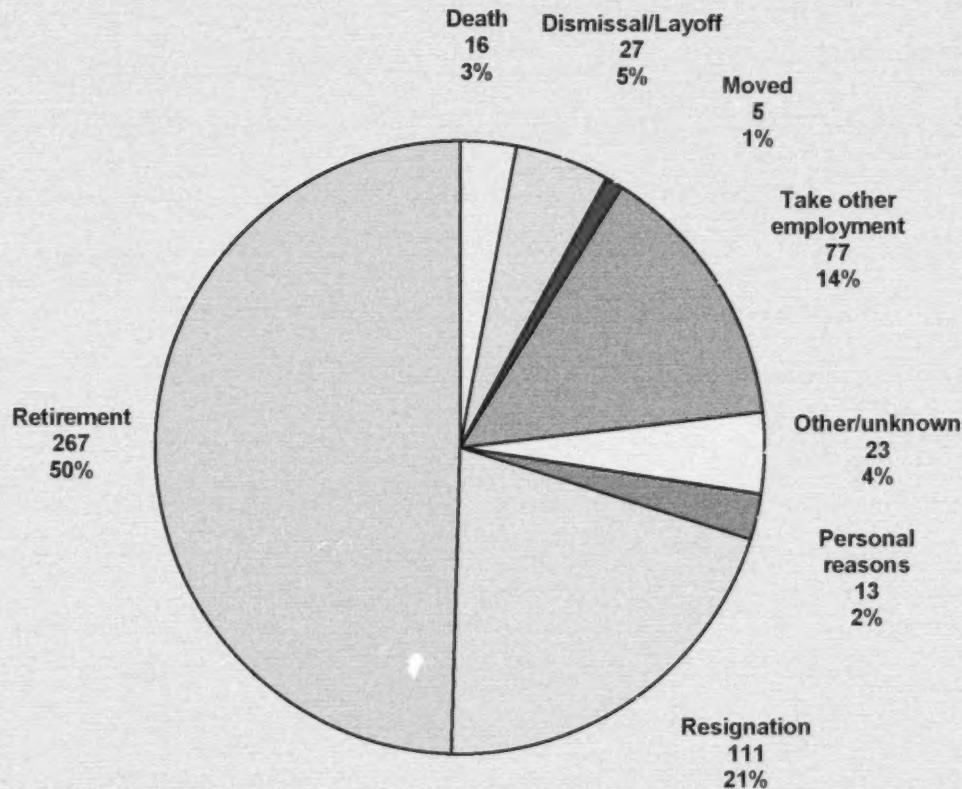
Annual Number of Retirements, Permanent Employees



- The total number of retirements has fluctuated from year to year because of the Early Retirement Plans previously implemented at SaskTel.
- In spite of the annual ups and downs, there is a fairly clear upward trend in the number of "normal" retirements. From an average of approximately 100 per year in the early 2000s, the number has been approximately 250 per year in the last two years.
- The inclusion of SGC has no material effect on the number of retirements. It does, however, have an effect on the rate of retirements because there are so few SGC employees who retire.

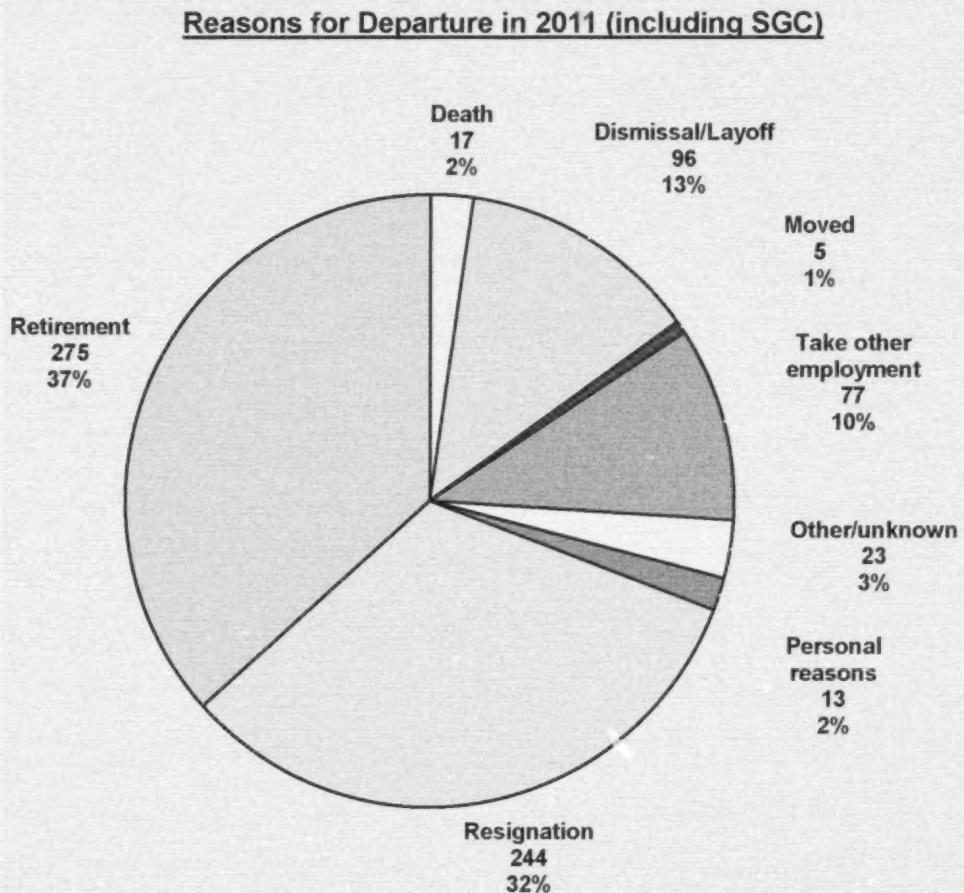
## Reasons for Departures, 2011, Excluding SGC

### Reasons for Departure in 2011 (excluding SGC)



- Excluding SGC, the single most common reason for leaving employment was retirement, accounting for almost one half of departures in 2011.
- About four out of ten of those who leave the crowns could be expected to stay in the labour market, more if those who retire decide to re-enter the labour market.
- Departures can be calculated as a percentage of staff to arrive at a "turnover rate". Excluding SGC, the turnover rate in the crowns was 5.6% per year, 2.8% from retirements, and 2.8% for other reasons.

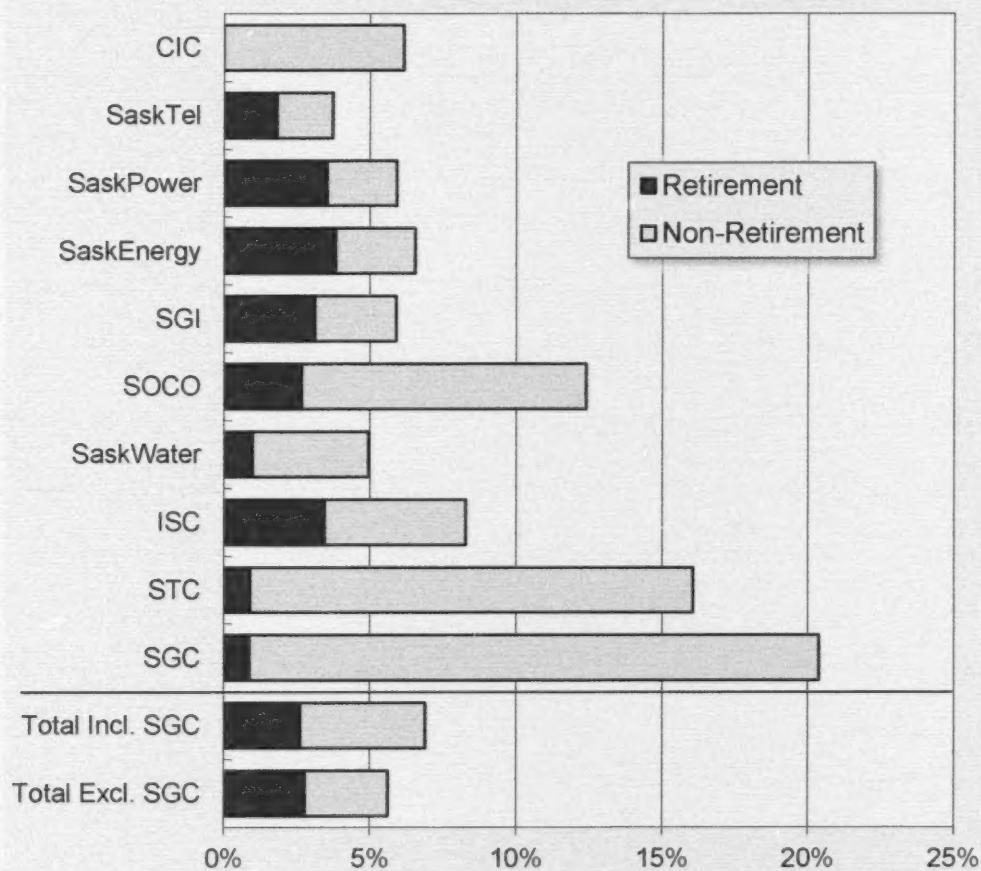
## Reasons for Departures, 2011, Including SGC



- Including SGC dramatically increases the number of resignations. (“Job abandonment” is the terminology that is often used at SGC.)
- Including SGC changes the 2011 turnover rate at the crowns from:
  - 5.6% to 6.9% overall;
  - 2.8% to 2.6% for retirement turnover; and
  - 2.8% to 4.3% for non-retirement turnover.

## Turnover Rates by Crown Corporation, 2011

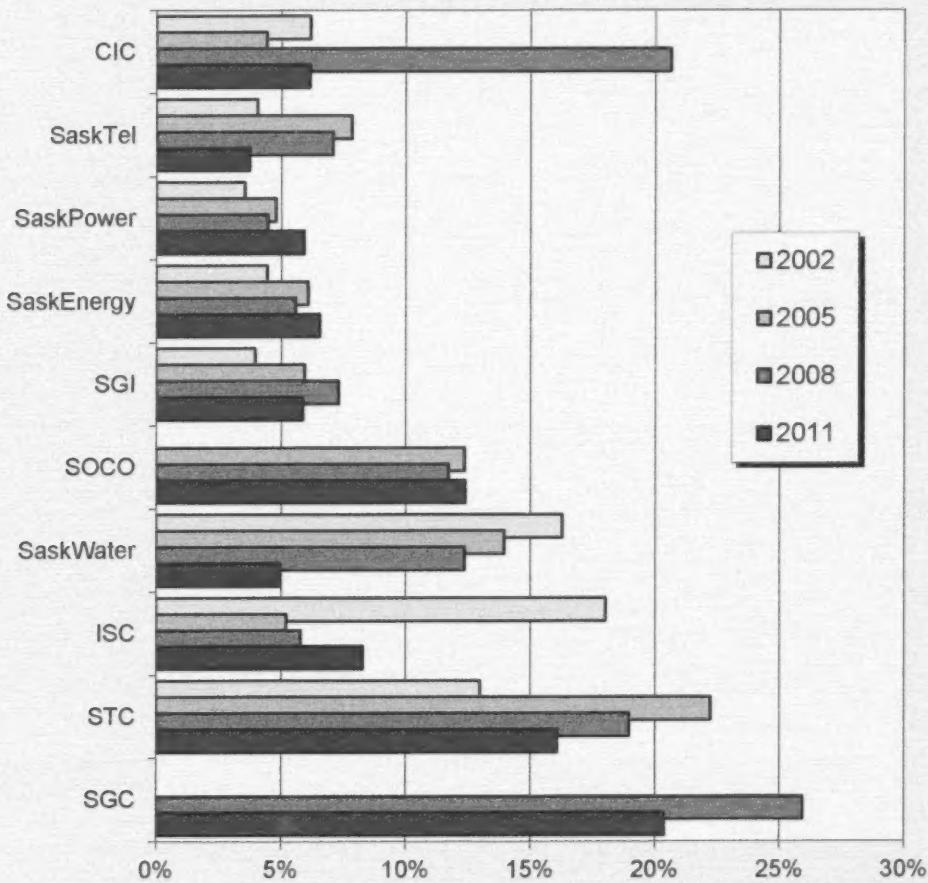
Turnover Rates by Crown, 2011



- The lowest turnover rates in 2011 were at SaskTel and SaskWater.
- The highest turnover rates are at SGC, STC, and SOCO. This is exclusively because of higher non-retirement turnovers.

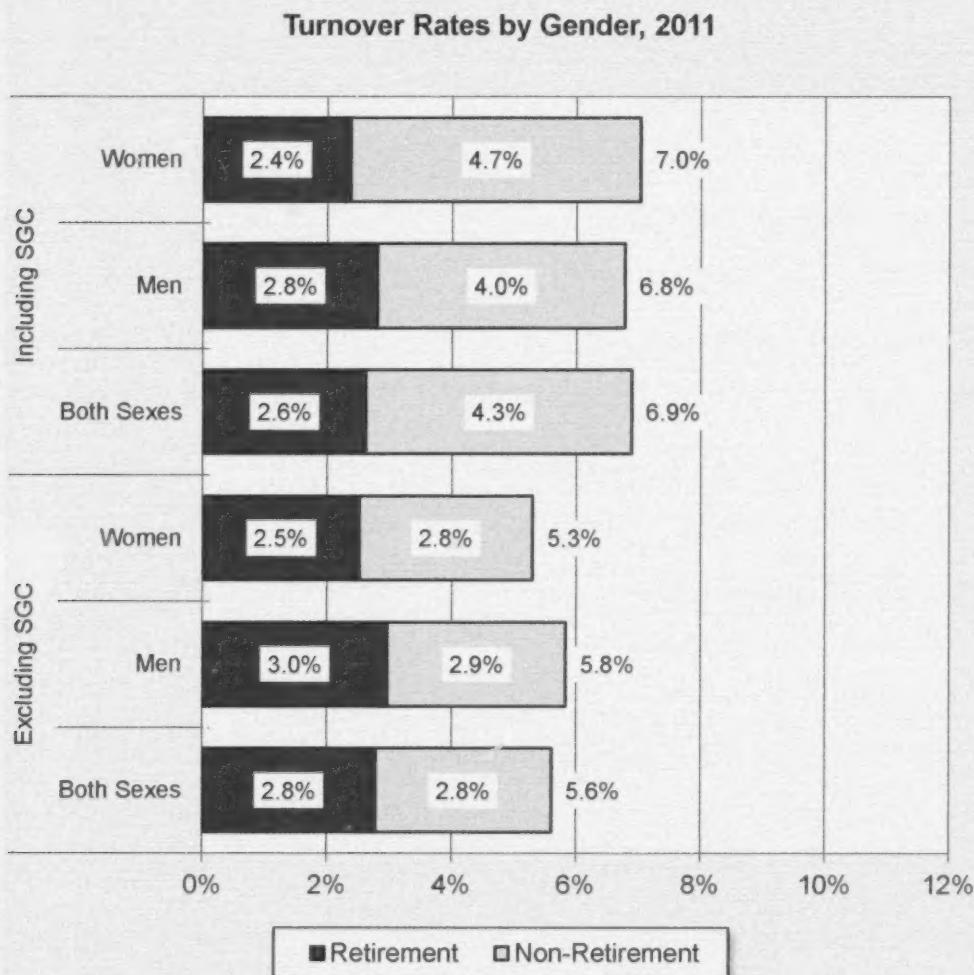
## Changes in Turnover Rates by Crown Corporation

Changes in Retirement and Non-Retirement Turnover Rates by Crown



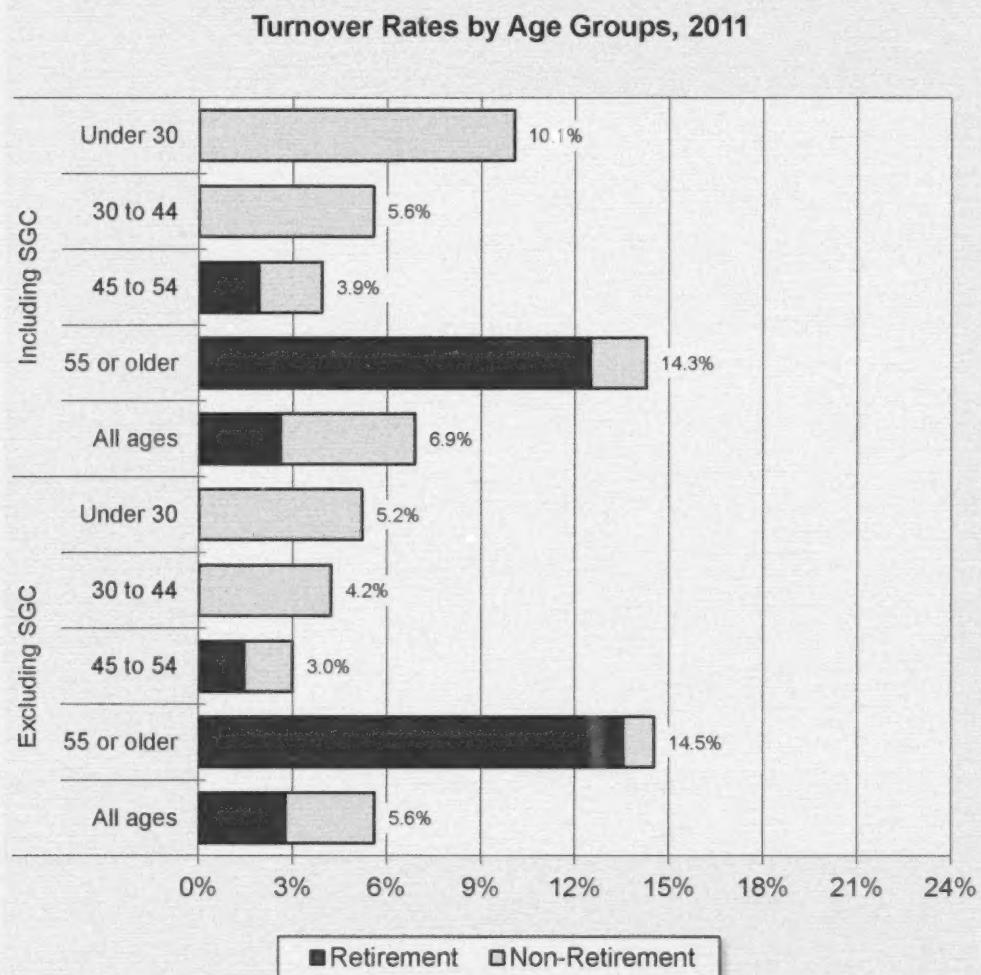
- In several crowns, the turnover rate increased from 2002 to 2008 before falling back in 2011. Examples include SaskTel and STC.
- In others, such as SaskPower and SaskEnergy, there is an upward trend over time.
- In still others, such as SaskWater, there is a downward trend.

## Turnover Rates by Gender, 2011



- With SGC included in the data, non-retirement turnover rates are higher for women than for men and retirement turnover rates are higher for men than for women.
- Excluding SGC, both retirement and non-retirement turnover is higher for men than for women.

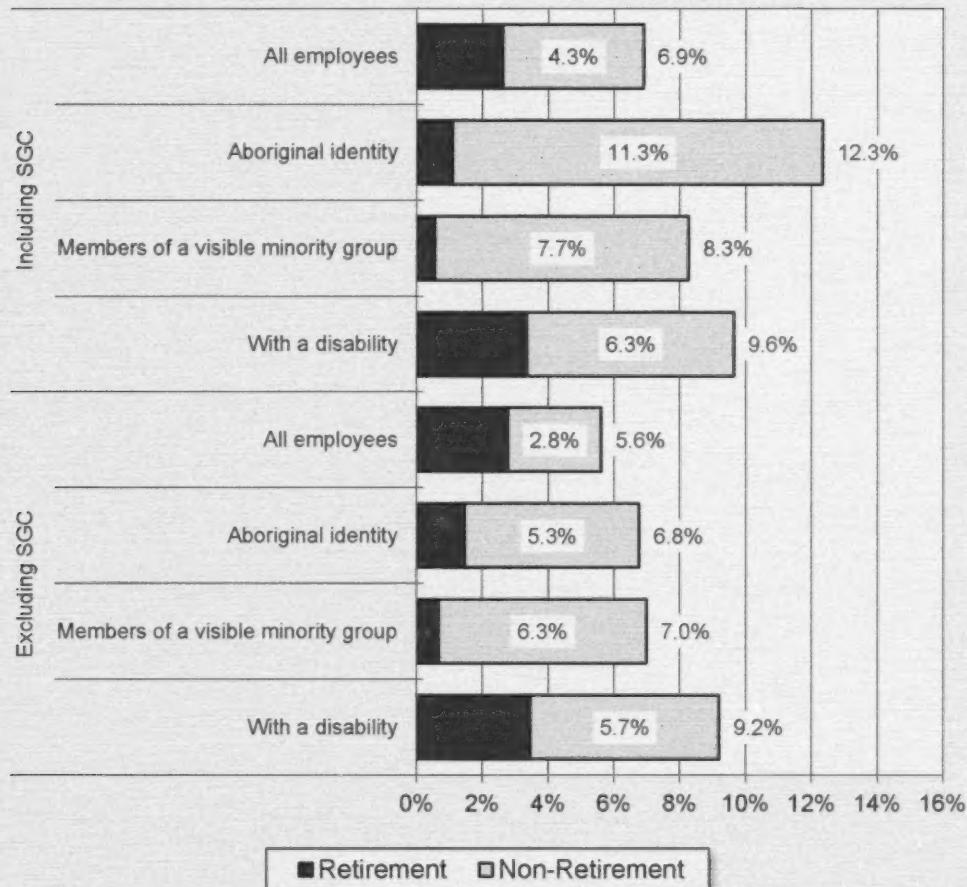
## Turnover Rate among Permanent Staff by Age Group, 2011



- In 2011, one in ten (10.1%) of the permanent staff under thirty years of age left their crown employment. Excluding SGC, the percentage drops to 3.7%.
- In the 45 to 54 age group, both retirement and non-retirement turnover rates are very low.
- Beyond age 55, almost all departures are retirement related.

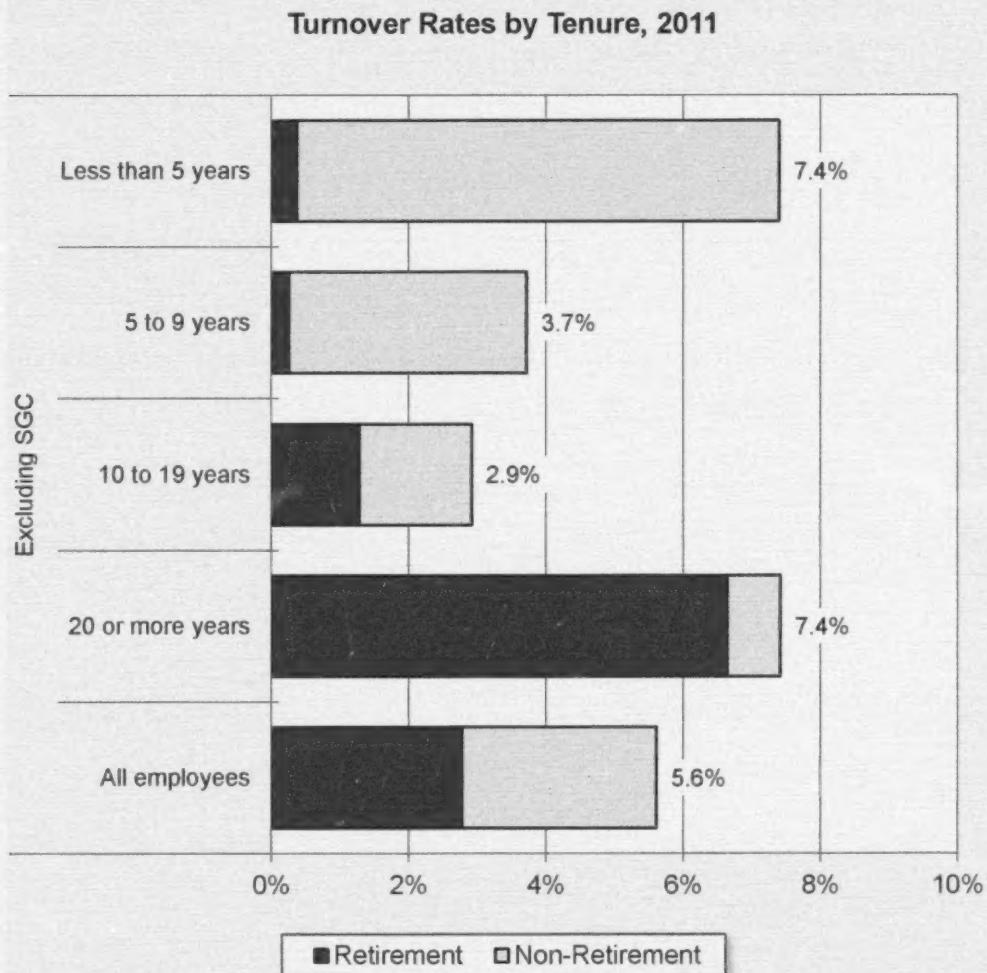
# Turnover Rates for Diversity Groups, 2011

## Turnover Rates by Diversity Groups, 2011



- Non-retirement turnover rates among permanent staff are higher than average for those reporting an Aboriginal identity, for those who are members of a visible minority group, and for those with a disability.
- SGC has a high turnover rate among its Aboriginal employees. This is enough to increase the average Aboriginal non-retirement turnover rate among the crowns from 5.3% to 11.3% when SGC is included in the statistics.

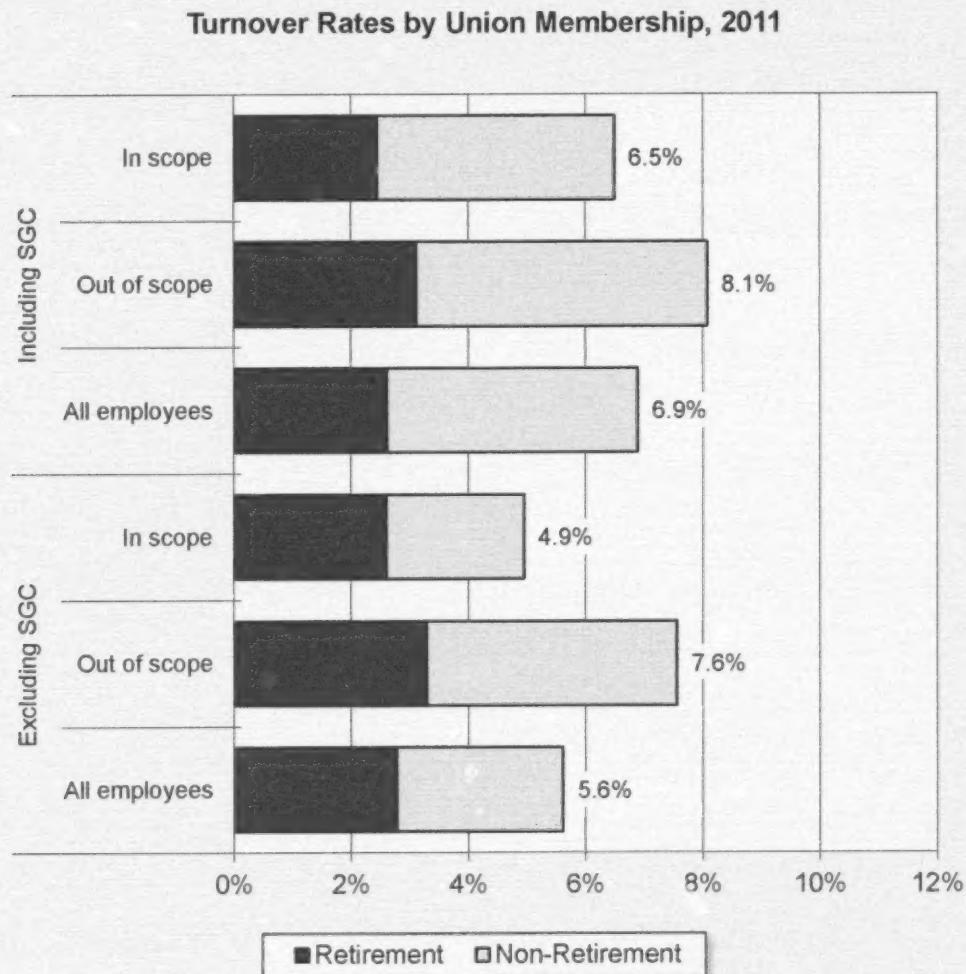
## Turnover Rates by Tenure, 2011



- Not surprisingly, the non-retirement turnover rate is higher among those with shorter tenure.

*(Note: SGC data by tenure was not available because the crown has not been in existence long enough.)*

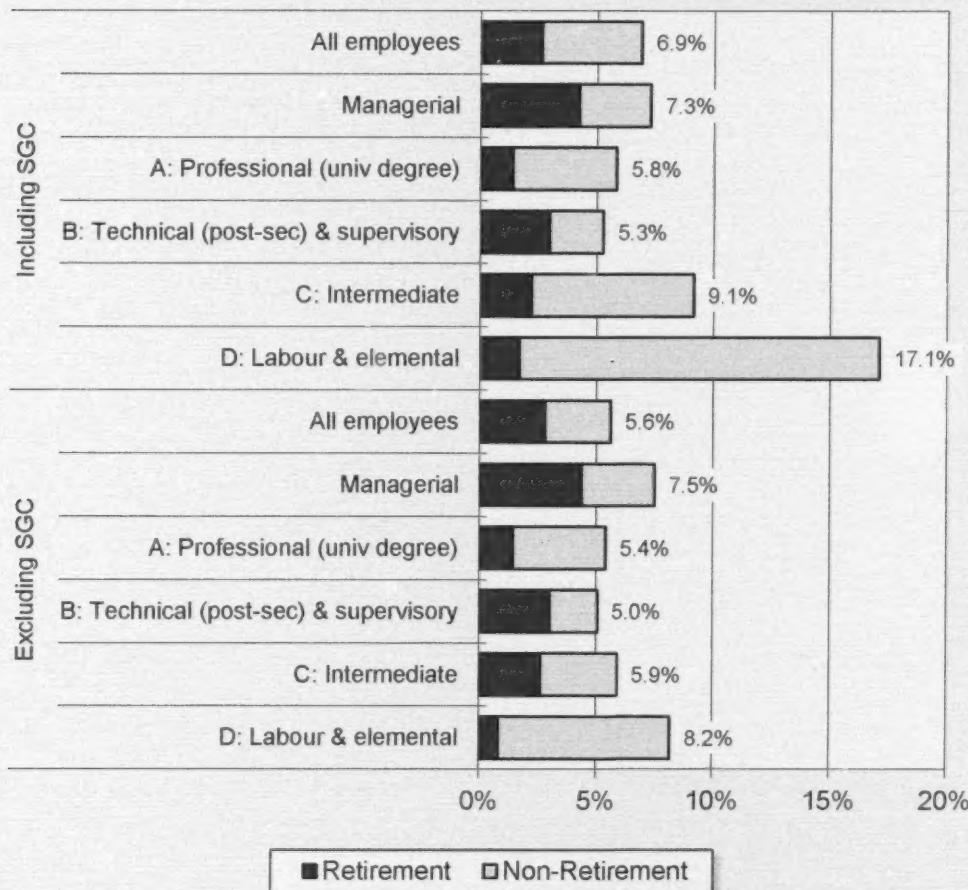
## Turnover Rates by Union Membership, 2011



- Both retirement and non-retirement turnover rates are higher among out-of-scope employees than among in-scope employees.

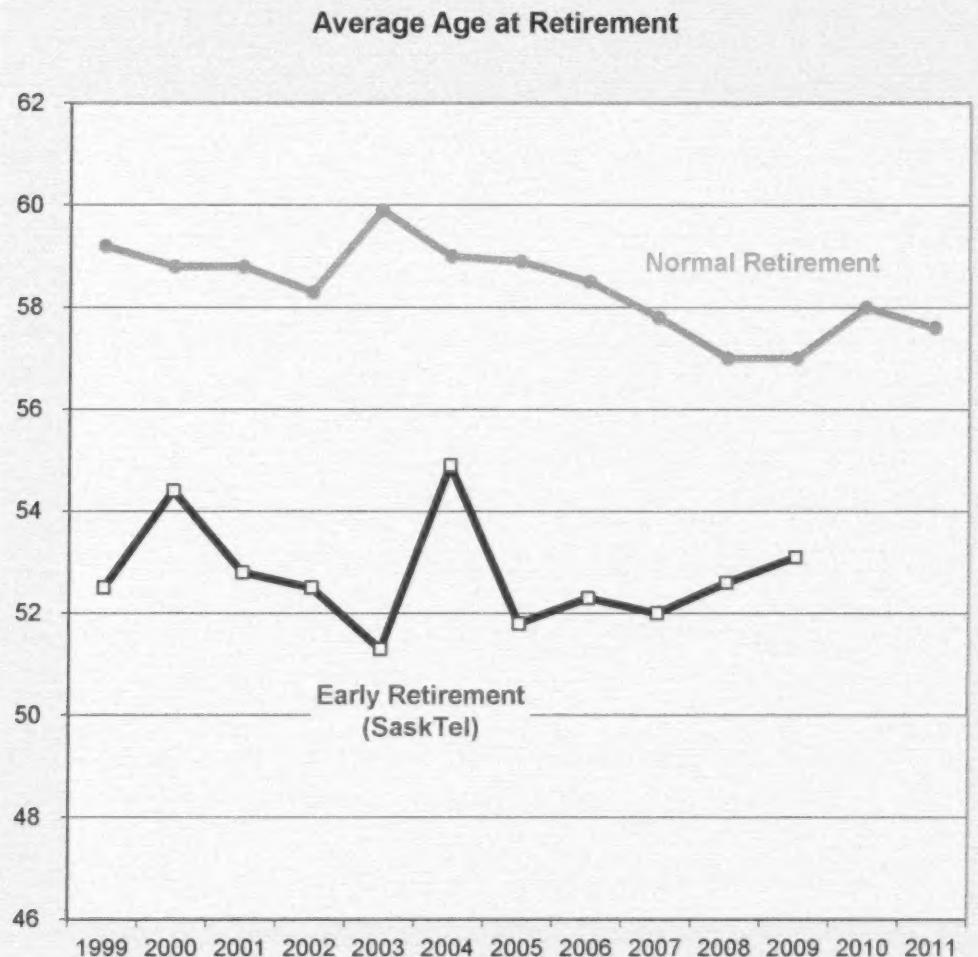
## Turnover Rates by NOC Skill Level, 2010

### Turnover Rates by NOC Skill Level, 2011



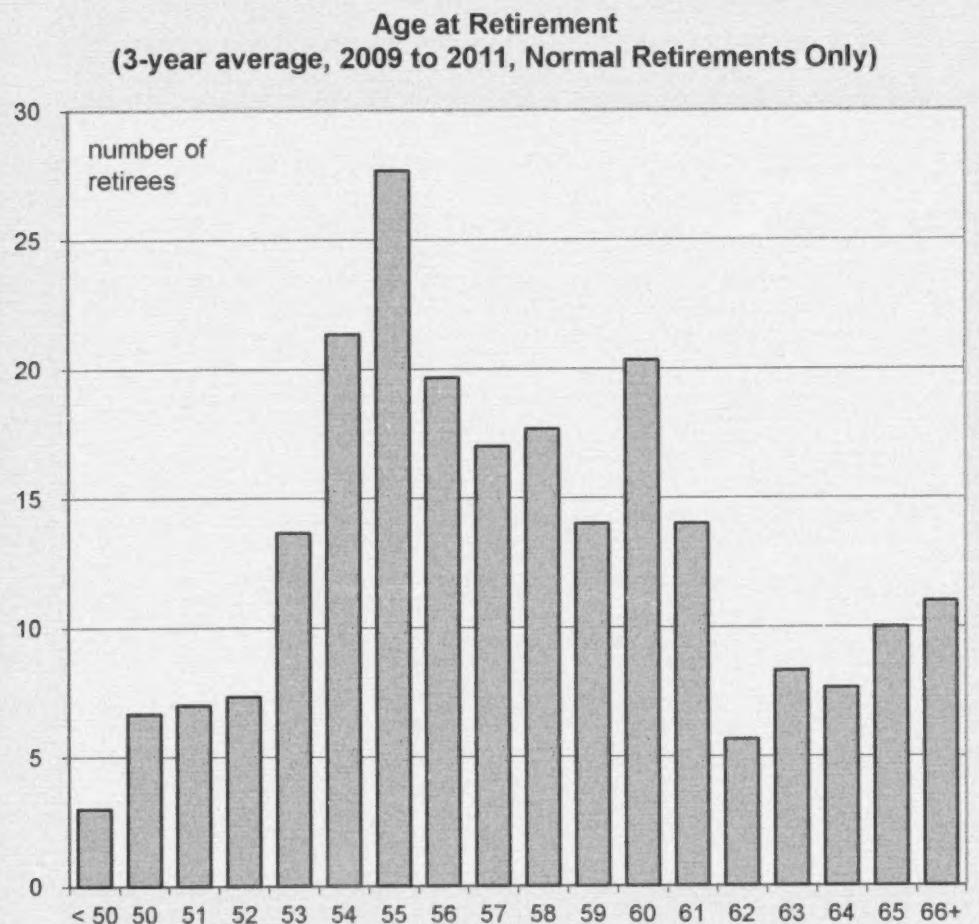
- Turnover rates tend to be higher than average at either end of the skill spectrum, that is, among those who are in
  - managerial,
  - or low skill (skill level D) positions.
- SGC has a particularly high non-retirement turnover rate among those in low skill-level positions.

## Retirement Age Trends



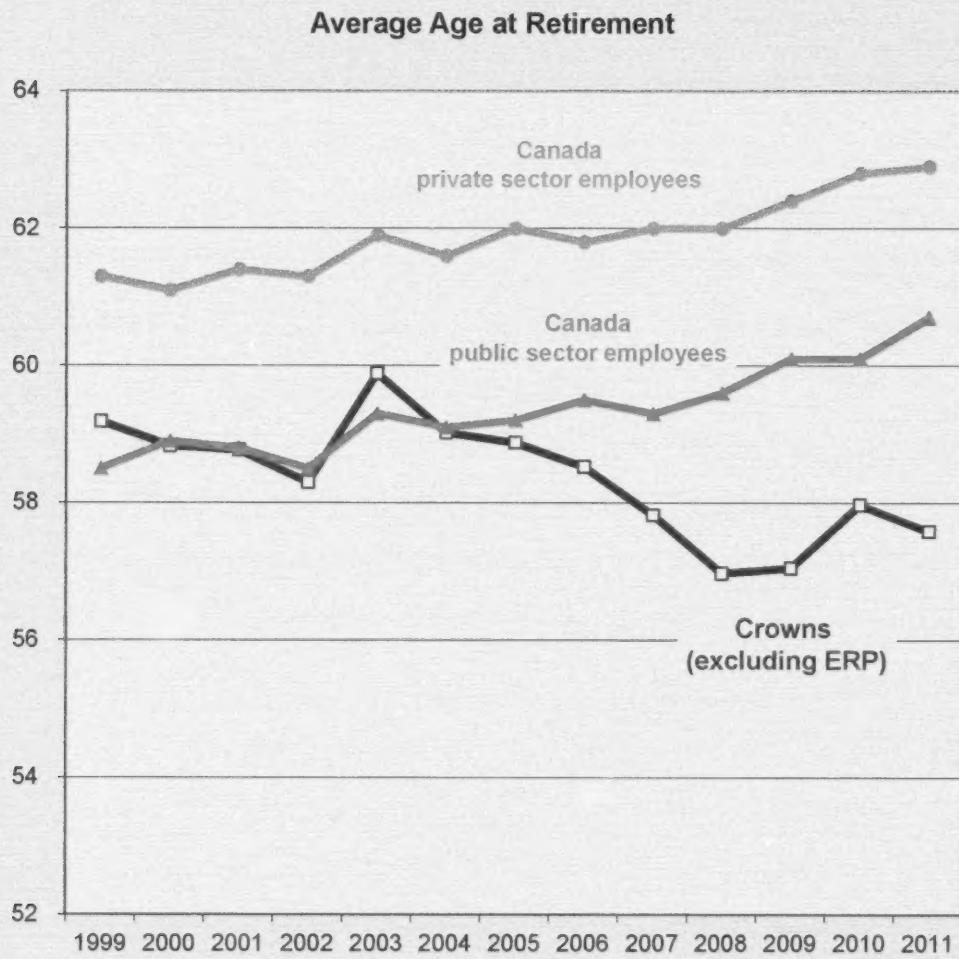
- The average age at retirement (excluding those who retire early through SaskTel's plan):
  - was approximately 59 years of age between 1999 and 2005;
  - declined to approximately 57 years of age in 2008 and 2009; and
  - increased to 58 years of age in 2010 and 2011.

## Retirement Age



- The average age at retirement is not a good predictor of actual retirements.
- In 2010, the average age at retirement was 58 but relatively few people retire at that age.
- Instead, there are a large percentage who retire in their mid 50s, i.e. 54 to 56, another cluster who retire at 60 years of age and yet another spike at age 65.

## Comparison with Canada

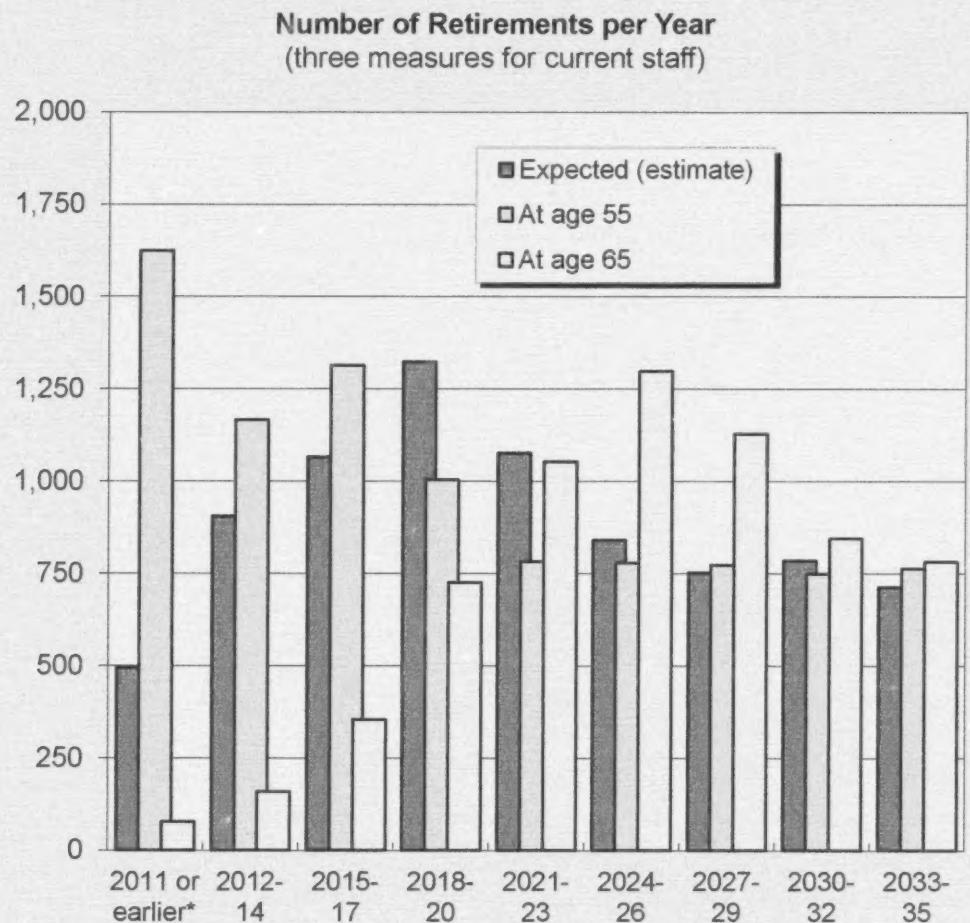


- The average retirement age using data from the Labour Force Survey is available only at the national level. Saskatchewan data are not available because the sample size is too small.
- This is the average age of those who, when asked why they left their last job, said that they had "retired". This does not preclude them from re-entering the labour force in the future.
- The average retirement age in Canada is 63 years among those in the private sector and 61 years among those in the public sector (broadly defined to include health and education and the crowns as well as government proper).
- Until recently, the average retirement age in the crowns (excluding the ERP), was tracking the national average for public sector employees. In the last few years, crown staff have been retiring two to three years earlier.

## Expected Retirements

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## Three Measures of Retirement



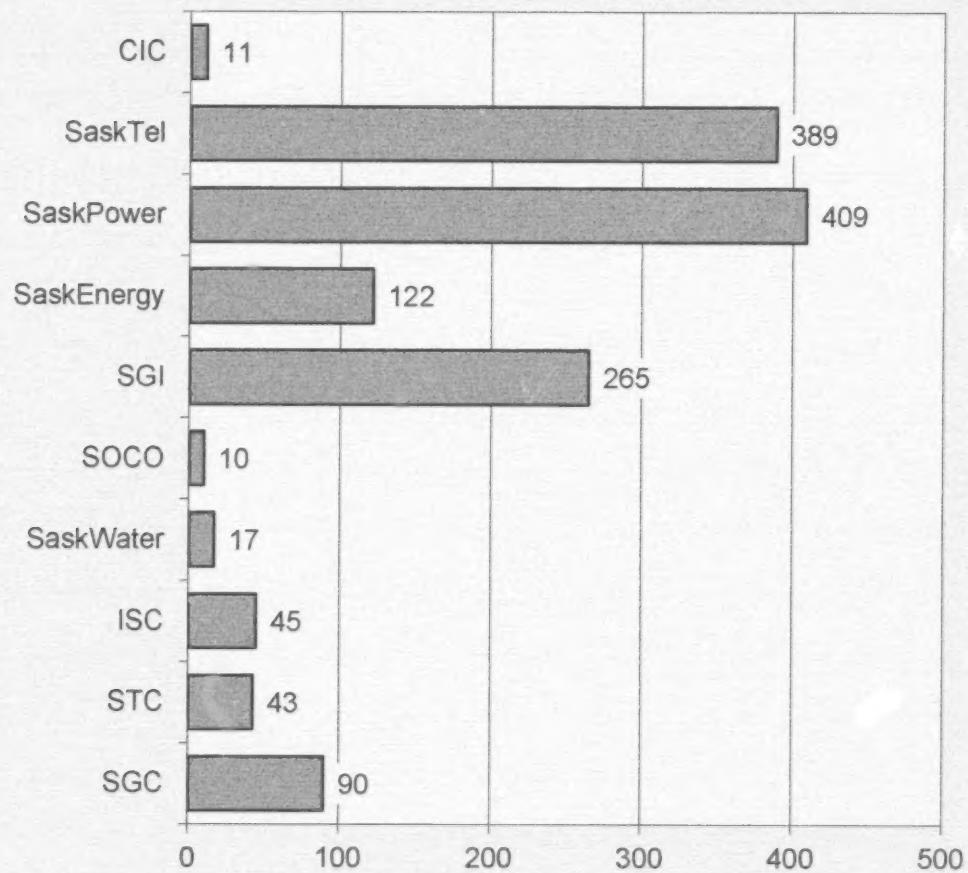
\* staff who could have or were expected to retire but were still employed on Dec 31 2011

- The expected retirement year for each permanent crown staff member who was employed as of December 2011 is calculated using a model that predicts their retirement date on the basis of the past behaviour of other crown employees in similar circumstances.
- Permanent staff are expected to retire between their earliest possible retirement date (typically at 50 years of age) and age 65\*\*, depending on their age, tenure, gender, skill level, union membership, membership in a visible minority group, and whether they work full time or part time.
- Retirement packages or other unforeseen circumstance can change these estimates significantly. The hiring of additional staff and turnover of existing staff will also change the estimates because it changes the demographic mix of "current" staff.

\*\* Mandatory retirement was removed in November 2007 so age 65 will become even less relevant as a "normal" retirement age in the future.

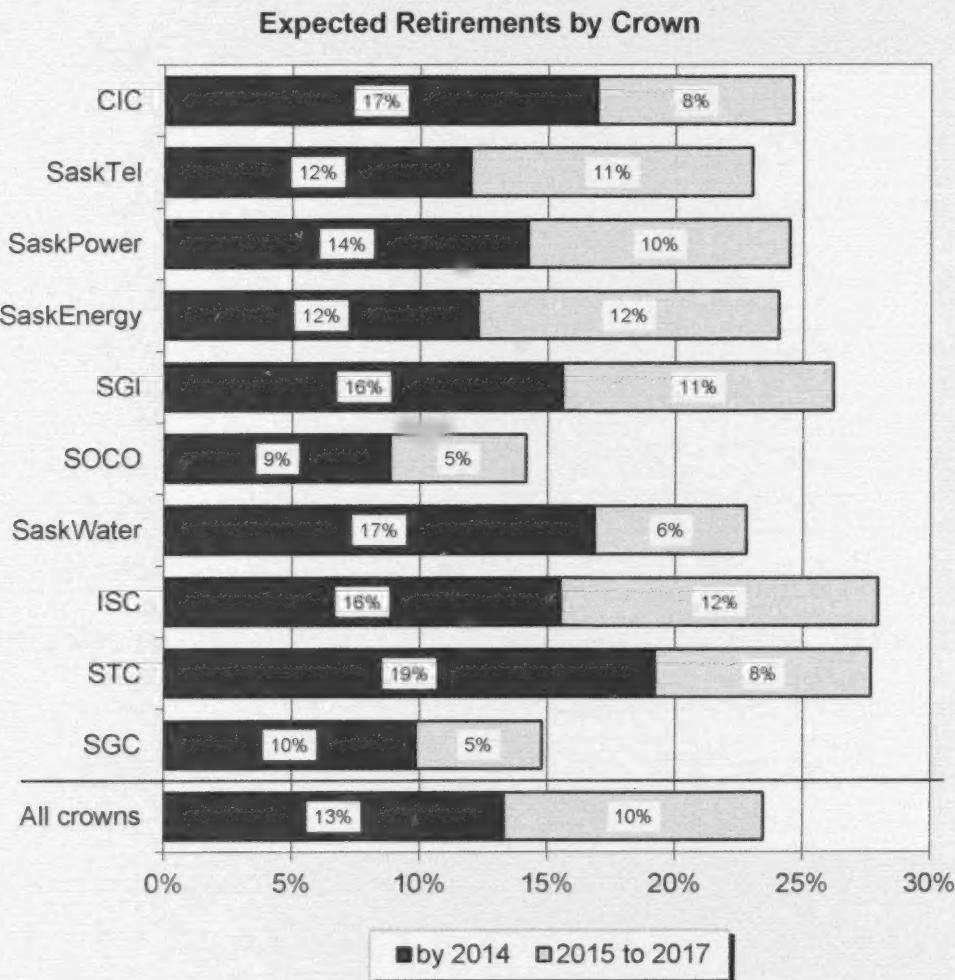
## Expected Retirements by Crown Corporation

Expected Retirements By 2014



- Whereas more than 40% of permanent crown staff will be eligible to retire by 2014, only 13% can be expected to do so.
- Of the 1,401 retirements expected in the next three years (2012 to 2014), the vast majority will occur in the four large crowns - SaskTel, SaskPower, SaskEnergy and SGI.
- This is equivalent to approximately 250 retirements per year from the crown sector.

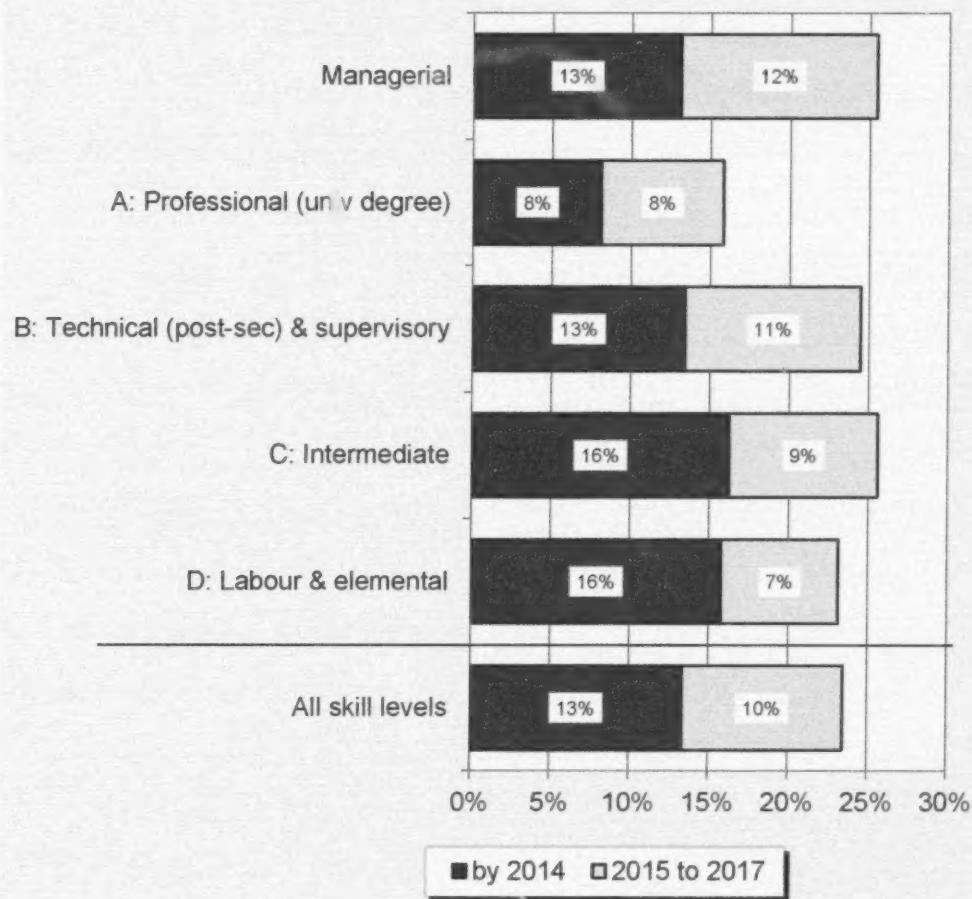
## Expected Retirements by Crown Corporation



- In the short term, the largest proportion of retirements can be expected among staff at STC.
- Because of the early retirement plans, SaskTel has relatively few retirements expected in the short term.
- SOCO and SGC also have relatively few expected retirements because their staff are younger.

## Expected Retirements by Skill Level

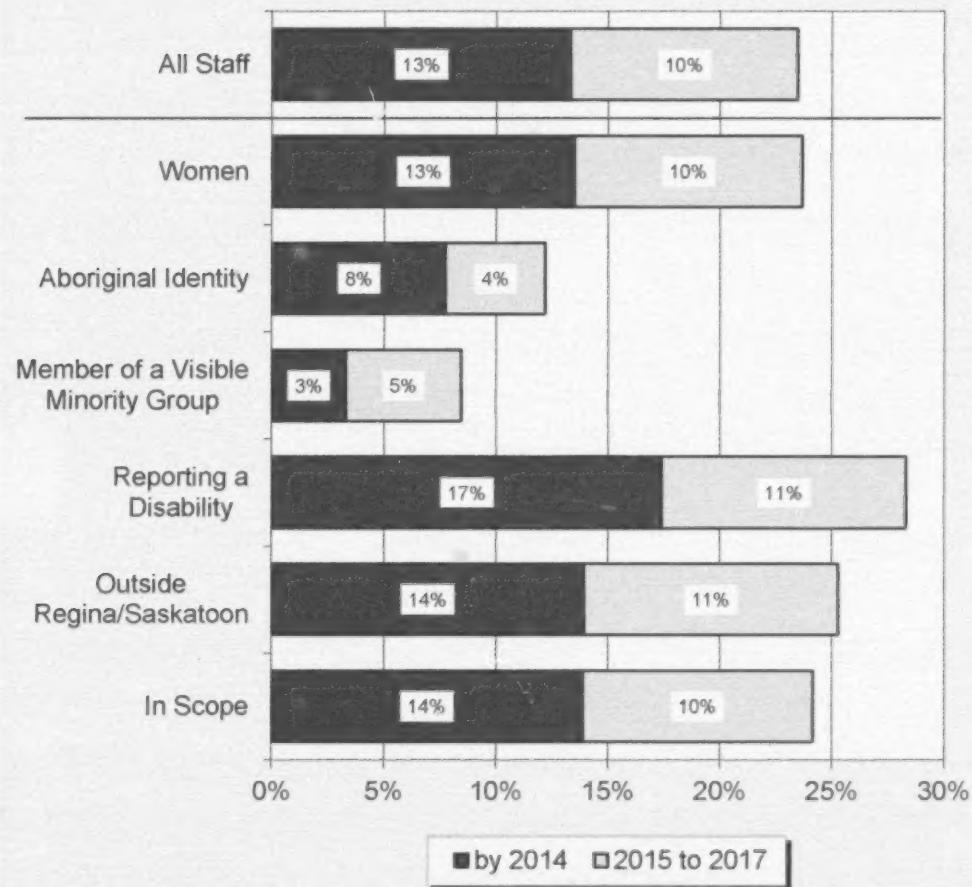
Expected Retirements by Skill Level



- One quarter (25%) of crown corporation managers will probably retire by 2017.
- In the short term, retirement rates are lower among professionals - positions that require a university degree.

## Expected Retirements by Target Group

**Expected Retirements for Selected Groups of Permanent Employees**



- Expected retirement rates over the short term do not vary significantly by gender, location, or union membership.
- Compared with the average, however, retirement rates are lower among those who are members of a visible minority group or who report an Aboriginal identity. These staff tend to be, on average, younger than other staff.